

# **USAID/MACEDONIA**

## **RESULTS REVIEW AND RESOURCE REQUEST (R4)**

**17 APRIL 2001**

**Please Note:**

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*Released on or after Oct. 1, 2003*

## MEMORANDUM

Date: April 17, 2001

To: Linda Morse  
Acting Assistant Administrator, E&E Bureau

From: Stephen L. Haynes  
Mission Director, USAID/Macedonia

Subject: USAID/Macedonia FY 2003 Results Review and Resource Request

Moving beyond the urgent demands that resulted from the Kosovo war, Macedonia, demonstrating excellent resiliency, made good progress in 2000 in advancing its economic and democratic objectives. The economy grew by 5.1 percent, while unprecedented collaboration between the government and local authorities served to advance the goal of decentralization of authority.

The principal national interest of the United States in Macedonia is to ensure the continuation of the country's positive contribution to regional peace and stability. All three of USAID's strategic objectives – expanded economic growth, broader based citizen participation and more decentralization of authority to the local level – are aimed at supporting this goal. Expectations of better lives for themselves and their children will give all Macedonians a stake in the long-term peace and stability of the country, thus reducing the impact of other factors that could draw them into conflict.

Ambassador Einik frequently has observed that the USAID/Macedonia program, across the board, provides an important element in facilitating his own work in advancing U.S. interests in this country. In a very tangible way, the USAID program offers clear evidence of American support for the Government of Macedonia's own goals of political stability under a participatory democratic system and equitable economic growth in a free market economy.

Unfortunately, Macedonia's vulnerability to conflict has been well demonstrated by the ethnic-based insurgency that arose in mid-February of this year. Kosovo-based militants have sought to take advantage of the long-standing grievances of ethnic Albanians, once again threatening the long-term stability of this country and the larger Southern European region. At present, it is not possible to anticipate the impact of the current conflict on the implementation of the existing USAID program and the results expected in FY2001.

The USAID portfolio already contains a significant number of elements aimed at reducing the negative impact of ethnic issues. The Democracy Network, Local Government Reform Project and Community Self-Help Initiative work with citizens seeking to address common concerns at the local level, often across ethnic lines. The Labor Redeployment activity of the U.S. Department of Labor helps facilitate the transition of workers who lose jobs due to privatized or downsized state enterprises, thus lessening the threat of ethnic disturbance from those who might otherwise be unemployed. Search for Common Ground produces an award winning television program on conflict resolution in an inter-ethnic society. Catholic Relief Services has successfully introduced a responsible citizenship curriculum into Macedonian grammar schools. NDI work to strengthen the role of parliament is facilitating its capacity to be more responsive to the interests and needs of all Macedonians. The Professional Media activity is working to develop more Macedonia-relevant Albanian-language news resources. Support is being provided to the OSCE's initiative in developing the new, South Eastern Europe University to provide a multi-cultural and multi-lingual learning environment. Finally, work on common problems across ethnic lines is a significant element of farm cooperative assistance provided by Land O' Lakes and ACDI/VOCA.

Because of the recent crisis, the FY 2002 USAID/Macedonia budget has been increased to \$45 million. When the current Mission program strategy was established in 1998, the annual budget level was \$15

million for a program that was targeted for phase out in 2004. Under the changing circumstances, this was no longer realistic. Accordingly, the program's horizon has been extended both in time and resources.

By early July, USAID will submit a Strategy Update to AID/W. This update will not change the basic strategic direction of this program. For reasons given above, recent events have only served to reconfirm the decision to focus the Macedonia program on the enhancement of democracy and private sector-led economic growth. In addition to the pre-existing elements, the new strategy will amplify the democracy and governance objective to include a more focused emphasis on improving the rule of law in Macedonia. This new strategic objective will draw upon and reinforce work already begun under all three of the Mission's other SOs that address this issue. Indeed, it is because of the many legal sector issues inherent in the existing program that the addition of this new objective became such a clear decision.

Because USAID/Macedonia will be submitting its Strategy Update in less than 90 days, it has been decided (with E&E concurrence) *not* to include in this R4 any of the proposed changes to the existing Management Agreement and the updated Results Frameworks and Performance Monitoring Plans. Instead, revised RFs and PMPs will be submitted within the Strategy document. In that context, this R4 focuses on previous performance, while the Strategy Update will be a comprehensive plan for the future through FY 2004.

As a consequence of the Kosovo war, the USAID/Macedonia program budget was more than doubled to \$30 million. The current ethnic crisis resulted in the recent addition of another \$15 million, with the effect of tripling the original budget to \$45 million in a little over two years. What began the period as a small country program on a phase out track, now has become one of the larger programs being carried out by the Agency. Unfortunately, the Mission still has the same number of USDHs (3) as it did when the program was at \$15 million. Frankly, this is not sufficient to meet the incremental program design, oversight and administrative needs essential to the continued successful conduct of a high quality program.

I am proud of what this Mission has accomplished, often under very stressful circumstances. We have been playing an important role that has been highly responsive to the demands of key US national security interests.

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## **I: Overview and factors affecting program performance**

### **A. Introduction**

Macedonia demonstrated remarkable resilience in its performance following the reduction of the impact from the Kosovo war. Progress was made in nearly all areas of endeavor.

Economic growth (GDP) in 2000 increased to 5.1 percent from 2.7 percent the previous year. Following negative growth in 1999, industrial production expanded by more than 10 percent last year. Foreign Direct Investment in 2000 totaled \$125 million, as compared to \$30 million the previous year.

Initial progress was made in decentralizing authority to the community level. There was an increase in the level of inter-ethnic participation in the national government, as evidenced with a new education law and a commitment to the multi-lingual South Eastern Europe University. Local level elections were held.

However, there were also problems that continued to confront the country and its people. On the economic side, unemployment remained at an estimated 35 percent (though many believe this rate to be inflated). Local banks continued to be reluctant to increase the number of loans they made, having become comfortable earning less risky profits from the collection of service fees.

The September 2000 local elections experienced unacceptable violence and malfeasance. The political patronage of the incumbent coalition undermined the overall perception of the transparency, accountability and credibility of the national government.

Most alarmingly, in mid February 2001, allegedly instigated by Kosovo infiltrators, ethnic-based violence erupted in northwestern Macedonia. While it is difficult to predict the longer-term impact of this confrontation, it unquestionably has accelerated the political urgency of confronting long-simmering issues between the ethnic Albanian minority (23 percent of the total) and the Macedonian majority (66 percent).

Some progress in addressing ethnic issues has been made. An ethnic-Albanian party is a key member of the governing coalition. Albanians hold 5 of 15 ministerial portfolios, 25 of 120 seats in Parliament and 26 of 120 mayoralty positions at the municipal level. The government has increased its priority for finalizing laws that will transfer more power to the local level.

However, discrimination is still perceived in the education and economic sectors. The education system is not providing young people with sufficient qualifications to enter the workforce or to meet higher education entrance qualifications. Such perceptions remain a threat to stability and development, both in the country and the region.

As detailed in the MPP, the principal U.S. national interest in Macedonia is the assurance of the continuation of the country's contribution to maintaining regional peace and stability. USAID strategic objectives and the related program activities support this goal. Democracy objectives – targeted at increasing popular participation and decentralization of authority to the community level – seek to maximize citizens' confidence that they live under a system of governance that is responsive to their interests and needs, while also being accountable and transparent in its operation. This democratic scenario establishes an environment that is essential to stimulating the domestic and international economic investment necessary to producing the new jobs and increased income that will give the entire population credible hope for an improved economic future. Optimistic expectations of lives that will be better for themselves and their children will give all Macedonians a collective stake in the long-term peace and stability, thus reducing the impact of other factors that could draw them into conflict.

### **B. Summary of 2000 progress in implementing the strategic plan.**

**Note:** By July 2000, USAID/Macedonia will present a Strategy Update to AID/W. Per agreement with the E&E Bureau, this R4 will not include updated frameworks and indicators to be used in gauging program

*results in FY 2001. These will be contained in the Strategy Update and should be reviewed in the context of that document.*

During the review period, performance met expectations in two of USAID's strategic objectives, SO 1.3 private sector growth and SO 2.1 increased citizen participation. While results under SO 2.3, more effective local government, did not meet the established levels of expectation, the responsible impediments were overcome, and performance was quite good by the end of the period.

Key program results for 2000 included the following:

1. SO 1.3: A new value-added tax (VAT) was implemented (with USAID and U.S. Treasury assistance), enabling an increase in total annual tax revenues of 22 percent over 1999.
2. SO 1.3: The number of microenterprise loans under Moznosti more than doubled. Based on this success, several commercial banks have established micro lending units.
3. SO 1.3: PRiSMa-assisted community economic renewal teams generated business plans for projects that created 335 new jobs, 60 percent of which went to women.
4. SO 2.1: ICNL assistance helped improve judicial understanding of the new NGO registration law helping to facilitate registration of hundreds of new NGOs.
5. SO 2.1: More than 63,000 kindergarten through second graders completed a year of study under the CRS citizenship curriculum, and tested high on related skills learning and retention.
6. SO 2.1: Both NDI and ISC facilitated the participation and training of 1400 local NGO-affiliated volunteers to work on voter mobilization and election monitoring for the September 2000 local elections.
7. SO 2.3: A first ever working group was created that included the participation of both government and local level officials. Under the guidance of this group, a law on local government has been drafted and is in discussion with parliament.
8. SO 2.3: Under a pilot program, a cost allocation system saved two municipalities 10 percent of their operating budgets.

There is a significant amount of synergistic cross feed between all three SOs. Under SO 1.3 (accelerated private sector growth) there are several examples of important contributions to the results of SO 2.1 (increased citizen participation). There has been positive impact on inter-ethnic relations from work done with farmer cooperatives assisted by ACDI/VOCA and Land O' Lakes. The successful Moznosti micro lending program has drawn the participation of thousands of individuals into what had been a very centralized and controlled economy, thus reinforcing the economic aspect of the participation objectives of SO 2.1.

There are also examples of cross support from SO 2.1. The ISC Democracy Network activity has developed a number of community partnerships, which are supportive of the decentralization objectives of SO 2.3. A similar, but larger scale, impact will result from the Community Self Help Initiative, which also is supportive of SO 1.3 private economic expansion goals.

Finally, the Local Government Reform activity that addresses most of the targets of SO 2.3 largely defines much of its success in the context of many of the same citizen participation objectives of SO 2.1.

### **C. Prospects for progress in 2001 and beyond**

The rapidity and extent of Macedonia's economic recovery from problems resulting from the Kosovo war exceeded expectations. Also impressive was the country's political ability to endure that crisis and the

related massive inflow of refugees without being drawn into ethnic conflict of its own. This strength and resilience are important factors when considering Macedonia's prospects for progress in the context of the externally provoked ethnic violence that began in February 2001.

Contrary to other countries in the Balkan region, Macedonia has not been a focal point of ethnic provocation and conflict. Nor has the country ignored the needs of its large Albanian minority. As detailed above, an ethnic Albanian party currently is part of the ruling government coalition, and Albanians hold a number of parliamentary seats that is near to their percentage in the overall population. *Before* the current crisis began, the government had been pursuing means to address Albanian concerns in such key areas as education and greater authority at the community level, both objectives that already receive USAID support. In this context, it is important that future efforts to address such concerns are not perceived to be overlooking the needs of Macedonians and other ethnic groups, a matter notable political sensitivity.

Prospects for the successful future implementation of the USAID program are very good. Even in areas where there has been performance at less than expected levels, problems have been well resolved. However, if conflict were to continue in Macedonia, the impact on the overall security environment would necessarily cause disruptions in program implementation. It is impossible to predict what the impact would be or where it might occur.

A significant performance concern rests in the continued adequacy of USAID/Macedonia's own management capacity. When the program was at an annual level of \$15 million and scheduled for phase out, the Mission was allocated a three person US Direct Hire staff. To respond to the refugee crisis, the budget was first increased in FY 1999. After a subsequent increase last year that doubled the budget to \$30 million, which then was followed recently by the addition of another \$15 million – tripling the original amount to \$45 million, AID/W indicated that one more direct hire position may be authorized. Over the past several years, USAID/Macedonia's small Mission program has grown to become one of the largest in the Agency. The increase of only one USDH (if that happens) cannot be considered sufficient, either in terms of providing essential oversight or in attending to the program-related additional amount of information that will be required by AID/W. While USAID/Macedonia has been fortunate in being able to contract quality PSCs to take up some of the management requirements of the rapidly growing program, there are limitations to the responsibilities that these people can and ethically ought to be given.



## SO Text for SO: 165-013 Accelerated development and growth of the private sector

Country/Organization: USAID Macedonia

Objective ID: 165-013

Objective Name: Accelerated development and growth of the private sector

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

60% 1.1 Critical private markets expanded and strengthened  
20% 1.2 More rapid and enhanced agricultural development and food security encouraged  
20% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): Regional Stability

(Page limitations for narrative begin here):

### Summary of the SO:

Strategic Objective 1.3 addresses the key impediments to Macedonia's transition to a free market economy. USAID/Macedonia focuses on three major areas of assistance in striving to reach the objective: financial soundness and transparency, legal and policy change, and assistance to private enterprises. While ethnic tensions and political uncertainties cloud prognostications for the future, in 2000 the Macedonian economy was generally healthy, and robust in some sectors. Real growth in GDP was 5.1%, as compared with 2.7% in 1999. Foreign direct investment (FDI) has leapt forward: For the first nine months of CY 2000, cumulative FDI totaled \$125 million, as compared to \$30 million for all of 1999. In most areas, GOM policies are moving, gradually, in the right directions. Political will to deliver reforms supportive of private

sector development appears to have been assertive, as evidenced by passage of major pieces of banking and insurance legislation. A value-added tax (VAT), developed with USAID and U.S. Treasury Department assistance, replaced the sales tax in April 2000. Macedonia is about two-thirds of the way to satisfying the IMF demand for government job cuts. The country became the first in southeastern Europe to begin negotiations with the EU on a stabilization and association agreement, which subsequently was signed in November 2000. Sustainability of this progress is still uncertain, given the current political environment and substantial areas of institutional weakness. There is a continued need for further reforms, particularly across the spectrum of commercial law. At a level estimated to be as high as 35 percent, unemployment is still a problem, and average wages have declined in real terms after experiencing increases in previous years. A clear need exists for strengthened policy advocacy from private sector organizations and associations. The USAID program has a record of substantial contribution to the Macedonian accomplishments of 2000, particularly in the policy and financial management areas, and plans to further strengthen program impact through more selective attention to economic policy formulation and implementation.

### Key Results:

IR 1.3.1: Improved financial management and transparency: The past year has brought mixed results in implementing international accounting standards (IAS). USAID assistance with the self-regulating organization (SRO) has, to date, not elicited the expected active professional engagement by the organization. On the other hand, the legal framework for accounting reform has taken notable recent steps forward: The Insurance Act, passed in February 2001, requires insurance companies to prepare financial statements in accord with IAS; the World Bank has instituted a loan condition that calls for commercial banks to prepare all business records based on IAS; the Ministry of Finance has identified completion of changes in the Accounting and Audit Laws as a priority for CY 2001; and the EU decision to convert to IAS by 2005 provides additional impetus for implementation in Macedonia. With USAID and US Department of Treasury assistance, transparency and effectiveness of tax collection improved in 2000, most notably via institution of the value added tax (VAT). Total GOM tax receipts grew by 22 percent over 1999, exceeding the USAID IR target. Finally, reform in the banking sector has made particularly notable progress. The National Bank has, with USAID help, developed two new units to strengthen its role as regulator: a methodology unit to conduct forward planning vis-à-vis financial and economic risks, and a problem bank unit which in 2000 reduced the number of problem banks from 8 to 4 (out of a total of 21 commercial banks).

IR 1.3.2: Increased access to sources of financing: Funding sources for lending to micro and small businesses have evolved from donors to participating savers. Moznosti, a Macedonian-run microfinance organization supported by USAID, became registered and licensed as a savings house in FY 2000, and is proceeding with conversion into a commercial bank. The number of active Moznosti clients more than doubled, increasing from 798 in 1999 to 1,763 in 2000. USAID-assisted microfinancing appears to be setting an example for the traditional financial sector; some commercial banks recently have initiated microlending units to facilitate their competitiveness in the microlending market. Value of the bank loan portfolio increased by 17 percent over CY 1999, well exceeding the 10 percent target. Eight small and medium sized enterprises, twice the number of such investments in 1999, became equity partners with the Small Enterprise Assistance Fund. SEAF investments, with a total value of \$1,524,870, include Macedonia's first wireless Internet access firm.

IR 1.3.3: Legal and policy reforms implemented and disseminated: More legislation relevant to private sector growth was passed in 2000 than in all other years of USAID assistance combined. Key pieces include the Law on Pensions and Disability Insurance, which is expected to contribute to freer labor markets and, in the longer term, increased labor productivity. A new Banking Law, passed in July 2000, brings supervisory standards closer to EU standards and those recommended by the Basle Committee. The new law will also allow foreign banks to establish branches and subsidiaries in Macedonia. Major effort was put forth via ABA/CEELI to assist the GOM in drafting a new Companies Law, the centerpiece of commercial legislation. A working committee, which includes ABA/CEELI representatives, is preparing the law for passage by Parliament. In addition, USAID and implementing partners began work with the GOM in redrafting of other components of commercial legislation. Key to payoff from the new legislation will be implementation follow-through, especially in the form of effective enforcement of new regulations. Regulatory capacity of government institutions continues to be a pressing need, but progress was made in some areas, including organizational restructuring of the Public Revenue Office (PRO), establishment of a

Monopoly] Office in the Ministry of Economy, and two successful WTO Working Party meetings (in July 2000 and March 2001). Substantial and regular USAID communication with GOM economic policy leadership, as well as recent agreements completed with IFIs and completion of major privatization efforts, appear to have resulted in heightened GOM awareness of fiscal management issues. There has been notable foreign direct investment in the banking sector, indicating increased investor interest. Continued FDI in banking could push bank consolidation forward in the next few years.

IR 1.3.4: Improved management systems and practices implemented by selected private firms: USAID-supported direct assistance to enterprises derived notable results, supported by the overall environment of economic growth and reform, although the level of success varied by economic sector. Through community economic renewal, enterprise competitiveness assistance and worker adjustment services, the DOL-USAID “PRiSMA” activity strengthens management capacity of firms and stimulates employment. Working with 380 local partners, for example, PRiSMA helped 12 community economic renewal teams generate business plans for projects directly creating 335 jobs, 60% of these for women. While Macedonian agriculture suffered a difficult year in 2000, dairy and meat processing firms participating in the Land O’ Lakes Seal of Quality marketing program experienced a 53% increase over FY 1999 in sales for Seal of Quality products. In addition, producers’ associations demonstrated movement towards a stronger policy advocacy role with USAID assistance. The eight sheep cheese associations, for example, moved to form two regional associations to leverage supply, resources and policy influence; and Macedonia’s first national dairy producers’ association was formed with the primary goal of giving producers access to GOM decision makers.

#### Performance and Prospects:

Overall, Macedonia’s private sector rebounded strongly in 2000 from the difficulties experienced in 1999. Total private sector employment grew to 241,372, nearly meeting the USAID target. As noted above, 2000 was a year of progress in economic reform. But while the economy grew, undue and mismatched government interference in the economy has continued in many areas, and further reforms are needed. In addition, unemployment has been sustained at an uncomfortably high rate. USAID’s interventions to promote a thriving private sector will continue to emphasize high-impact activities at the policy level, complemented by efforts to reinforce productive, reliable, transparent transactions throughout the economy. In coming years, as emphasis on association building and improvements to the policy and implementation environments continues, direct assistance to enterprises is expected to constitute a smaller share of this objective’s management units and resource investments.

#### Possible Adjustments to Plans:

Assuming that the conflict along the northern Macedonia border in the spring of 2001 is of limited duration and is not followed by other similar events, it is expected to affect the economy only in moderate ways. Investment, consumer spending, and overall growth would slow somewhat, but continue in the positive trends. Civil, military or political events contrary to this assumption (such as spread of conflict to broader segments of the country or GOM conversion to a war budget) could of course lead to major disruptions in the economy. USAID/Macedonia plans to further emphasize policy and regulatory reform in its program, to respond to special opportunities present in the Macedonian environment. The particular areas of opportunity are several, as identified by the analysis presented in the November, 2000 economic reform assessment. The forthcoming revised version of the USAID/Macedonia Country Strategic Plan will articulate in detail the expected areas of program emphasis, key results, and expected performance targets. A revised Results Framework, accompanied by performance indicators and targets through 2004, will be included in the revised CSP.

#### Other Donor Programs:

The European Union and individual European countries have been actively supporting various financial sector reforms, particularly payment system reform. Due to increasing donor activity in business support activities, for instance, USAID is redirecting its efforts toward trade and investment. Other donors are also active in micro-lending, cultural tourism, and public administration reform.

#### Major Contractors and Grantees:

ABA/CEELI, ACDI/VOCA, Booz-Allen and Hamilton, DAI/PWC, FSVC, IBTCI, KPMB/Barents, Land O' Lakes, Opportunity International, SEAF, WOCCU, and through interagency agreements with the U.S. Departments of Treasury and Labor, the Federal Trade Commission and Peace Corps.

## SO Text for SO: 165-021 Increased, better informed citizens' participation in political and economic decision making

Country/Organization: USAID Macedonia
Objective ID: 165-021
Objective Name: Increased, better informed citizens' participation in political and economic decision making

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
15% 2.2 Credible and competitive political processes encouraged  
70% 2.3 The development of politically active civil society promoted  
15% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Democracy

Primary Link to MPP Goals: Regional Stability

Secondary Link to MPP Goals (optional): Democracy and Human Rights

(Page limitations for narrative begin here):

### Summary of the SO:

This strategic objective (SO) focuses on increasing citizens' abilities to participate in and influence decision making on needs and issues directly affecting their lives, both at the national and local levels. In achieving this, it is necessary to overcome previous more central government-dependent patterns characteristic of the country's socialist past. USAID's program supports development of the democratic institutional means through which citizens can participate, such as Parliament, political parties and NGOs, while increasing citizens' understanding of their rights and responsibilities through civic education and

legal rights awareness. Principal results to be achieved include strengthened civil society organizations to facilitate citizen participation, more effective political and parliamentary systems, citizens that are better informed about their rights and obligations and the establishment and/or improvement of effective, sustainable intermediary service organizations. As Macedonia moved beyond the need to respond to the massive inflow of refugees that resulted from the Kosovo crisis, both the local and international NGOs involved in advancing this SO were able to withdraw from humanitarian response activities and refocus on their program roles. SO level targets reflected in ratings by Freedom House and the E&E Bureau NGO Sustainability Index were largely achieved, representing positive forward movement. With the lessening of the Kosovo crisis, the Macedonian Parliament was more available to focus on its organizational strengthening needs. The target result was achieved for parliamentary outreach and responsiveness to constituent interests.

#### Key Results:

The intermediate results reviewed below reflect the structure used in the March 2000 R4 document. Note that this structure will be modified by the Mission's pending Strategy Update, planned for Washington submission prior to July 2001.

IR 2.1.1: Strengthened civil society organizations are effective vehicles for citizen participation: The Institute for Sustainable Communities (ISC) Democracy Network (DemNet) continued organizational development work with its core group of 23 NGOs which it will be expanding by 35 during the next year. This network of NGOs will serve as trainers and mentors to other NGOs around the country. There are now 4000 legally registered NGOs, reflecting a steady growth rate. During the review period, 100 percent of the original core group of ISC NGOs received assistance from donors other than USAID, and 95 percent provided an annual financial report to its members. To increase participation in the 2000 local elections, DemNet provided grants to NGOs to serve as a coalition to engage in voter education and mobilization and election monitoring. DemNet also provided aid to the establishment of a new coalition of five NGOs addressing solid waste disposal policies and issues. Other emerging coalitions focused on the mentally disabled and animal rights. The Community Self-Help Initiative (CSHI) began implementation in May 2000 and is targeted at fostering self-reliance at the community level. By the end of the review period, 21 community grant applications had been approved with some projects already initiated. The International Center for Not-For-Profit Law (ICNL) provided assistance to the judiciary that helped expedite NGO registrations, which had lagged, in part, because of unfamiliarity with new laws. One judge aided by ICNL approved the registration of more than 300 NGOs last year. ICNL also developed training materials to help NGOs in understanding their requirements under the new Value Added Tax. Still unresolved are legal impediments to economic activities related to long-term NGO financial sustainability. NGO sector performance was generally good, meeting most IR targets for the NGO Sustainability Index.

IR 2.1.2: Strengthened political and party system: With the end of the Kosovo refugee crisis, activity in the Macedonian Parliament returned to normal. This provided the National Democratic Institute (NDI) with a better environment to train and develop professional staff essential to giving legislators a more proactive role in governance, while enabling them to be more responsive to constituent interests and concerns. NDI assistance targeted 25 percent of the members of Parliament. In this group, 90 percent held office hours at least once a quarter (22 percent for the full Parliament), and 100 percent did constituent casework (25 percent for the full Parliament). For the September 2000 local elections, NDI worked with a coalition of NGOs to field over 1400 domestic election monitors. The International Foundation for Electoral Systems (IFES) provided assistance to the State Electoral System conduct training for electoral board members and a voter information campaign. It also developed a guidebook for polling station officials that also proved useful to international and domestic election observers. Despite this assistance, a number of problems occurred during the 2000 local elections. IFES is now assisting the Ministry of Justice's working group on electoral reform to address these and related electoral law issues in advance of the 2002 parliamentary elections.

IR 2.1.3: Citizens are better informed about rights and obligations: More than 63,000 kindergarten through second graders, as well as 2,300 of their teachers, have received training through the Catholic Relief Services (CRS) Civic Education Project. This program, which will ultimately extend throughout the country and through grade 4, is providing young Macedonians with the skills and knowledge they will need

to be responsible citizens in a democratic society, regardless of ethnicity. In a test given to a random sample of students who had completed one year of the program, 93 percent understood the concept of responsibility, 85 percent the difference between responsible and irresponsible behavior, and 92 percent the difference between justice and injustice. Search for Common Ground received a local award for its production of “Our Neighborhood,” a television program that seeks to teach children ages 7-12 conflict resolution skills in a multi-ethnic society. ABA/CEELI has provided workshops and training to judges on how to draft, defend and administer budgets in support of their efforts to promote action on an independent court budget, for which draft legislation now exists. Such legislation is essential to achieving a more independent and professional judiciary. CEELI also helped the Macedonian Legal Resource Center publish and distribute a CD (to 50 courts nationwide and 100 to other GOM agencies and embassies) with a searchable database of all the laws enacted since the country’s independence. Finally, the recently initiated IREX ProMedia activity organized a roundtable that assisted local media to formulate a response to a draft law on public information that was perceived as too restrictive of a free and independent media. As a result of pressure from this group and external sources (e.g. the Council of Europe), the Macedonian Government withdrew the law.

IR 2.1.4 Effective, sustainable intermediate service organizations (ISOs) are in place: Reporting for this Intermediate Result is contained under IR 2.1.1 above. USAID has concluded that, at the earlier stages of implementing this SO, the two IRs contain substantial overlap. Distinctions between them are largely not substantive. This issue will be resolved in the Mission’s upcoming Strategy Update through changes in the Results Framework for this Strategic Objective.

#### Performance and Prospects:

Performance during this period was quite good. In the aftermath of the Kosovo crisis, Macedonia was able and ready to refocus on its own needs. Based on available data for primary indicators (i.e. excluding IR 2.1.3.1 which is unavailable due to confusion in the number of teachers actually employed in the country – a problem expected to be resolved shortly), targets for this SO have largely been met. The enthusiastic participation of customers in the activities of this SO (e.g. the large number of startup applications for CSHI, the strong interest in parliamentary internships, the broad acceptance of the CRS responsible citizenship curriculum) would seem to indicate positive performance in the future. Nevertheless, it is difficult to predict the impact on future performance that might result from the ethnic-based conflict in the Northwestern portion of Macedonia that began in March 2001.

#### Possible Adjustments to Plans:

USAID/Macedonia is in the process of completing a strategy update. The Results Framework for SO 2.1 will be modified to reflect a more focused strategic approach that will result in fewer upper level intermediary results and more meaningful indicators. Also included in the strategy update will be a new SO 2.2 – Legal Systems that Better Support Democratic Processes and Market Reforms. Per agreement with the E&E Bureau, these changes will be included as part of the Strategy Update and not within this R4.

#### Other Donor Programs:

USAID continues to be one of the largest donors providing assistance in the promotion of enhanced participation (SO 2.1). However, there are other donors that are carrying out important complementary efforts. These include: EU/PHARE, the United Kingdom, the Netherlands, Switzerland, Norway, the World Bank, the UNDP, the Soros Foundation and the Mott Foundation.

#### Major Contractors and Grantees:

ICNL, ISC, NDI, SCG, CRS, ABA/CEELI, Louis Berger, IFES, and IREX.

## SO Text for SO: 165-023 More effective, responsive and accountable local government

Country/Organization: USAID Macedonia

Objective ID: 165-023

Objective Name: More effective, responsive and accountable local government

Self Assessment: Not Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
40% 2.3 The development of politically active civil society promoted  
60% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Democracy

Primary Link to MPP Goals: Regional Stability

Secondary Link to MPP Goals (optional): Democracy and Human Rights

(Page limitations for narrative begin here):

### Summary of the SO:

Decentralization is key to building effective, well-organized, accountable local governments capable of bringing decision-making powers closer to the citizens. To accomplish this, USAID promotes greater empowerment of citizens and the communities in which they live, through interventions at the political center as well as in local communities. Key intended results for this objective are: 1) increased municipal responsibilities, 2) a decentralized system of local finances, 3) citizens that are involved in local government decision making, 4) municipalities that provide better services, and 5) municipal associations that serve the interests of local government. Decentralization of authorities will empower local officials to



act directly on behalf of their constituents, thereby improving their ability to be more responsive, effective and accountable. It will also increase the amount of financial resources available to improve local infrastructure and encourage economic growth. Assistance has 1) supported the development of the necessary enabling legal and regulatory framework for decentralized local governments, 2) helped to develop and introduce citizens' participatory mechanisms, 3) enhanced the skills of local officials and 4) improved the effectiveness of municipal associations. The initial implementation of this program experienced delays due to key personnel changes in the Ministry of Local Self-Government, municipal level elections that took place in September 2000 and contractor staffing difficulties (now fully resolved). Primary partners in this program include the Ministry of Local Self-Government, local officials, citizens, organizations in the 5 pilot communities and the associations of mayors and finance officers. While good results were achieved in the terminating environmental infrastructure element of this objective, none of the other primary targets of this SO were met. However, progress toward the end of the period was quite good. It is expected that targets for the next R4 period will be met.

#### Key Results:

The results reviewed below reflect the framework presented in Annex B to last year's R4.

IR 2.3.1: Clearer delineation of local roles and responsibilities: Working groups with representatives from the government and local levels (the first time this has occurred) on amendments to the Law on Local Self Government and the Law on Local Government Finance were established with program assistance. The Ministry of Local Self-Government coordinates the groups and is responsible for drafting the laws. The draft law on local self-government is now in discussion with the parliament. In response to recently heightened ethnic concerns, the Prime Minister pointed to the decentralization legislative package as a tangible example of the government's increased efforts to give minorities more influence and authority over their own interests and needs.

IR 2.3.2: A coherent system of local finances established: On taking office, the newly appointed Minister decided to impose a short delay on the discussion of the new laws on devolution. Once he felt sufficiently prepared, a Fiscal Decentralization Workshop was held for members of the working groups on the laws on local self-government and local government finance. The workshop exposed the participants to the fiscal decentralization experiences of other countries in Eastern Europe. While no specific adaptations were taken from other country laws, the review did help inform the shaping of the draft Macedonian legislation.

IR 2.3.3: Improved channels for the expression of popular input into local service delivery: A pilot city survey was conducted on the use of local media for the dissemination of information and citizen awareness campaigns. Sixty-six percent of mayors questioned found that the media's knowledge and reporting of local government events and issues to be inaccurate. Using an Environmental Action Fund, ten community level projects were planned and approved in areas such as the establishment or improvement of landfills and disposal of wastewater.

IR 2.3.4: Strengthened local management capacity: Five pilot cities completed trial activities in areas such as financial management, parking management, sanitation, revenue enhancement, management information systems and infrastructure cost allocation. Related training was given to build the skills of mayors and their staffs. Illustrative results from these pilot experiences included a 14 percent increase in revenues from improved management of public parking and taxi licenses in Gostivar and a 25 percent increase in Stip. A cost allocation system enabled savings of 10 percent in the operating budgets of two other communities. The Environmental Action Program, which completed activities in early FY 01, made progress toward strengthening the management ability of the national Environmental Fund, bringing it into operational and financial sustainability..

IR 2.3.5: Strengthened advocacy by municipal associations and networks: Project assistance supported an assessment regarding understanding the role of, and support for, the associations that represent both mayors and municipal finance officers. The Municipal Association representing mayors and town council presidents received negative feedback from its constituents about the organization's usefulness, which stimulated corrective action. Activities have been reoriented to be more responsive to members' needs,

particularly in the area of advocacy. The success of the Association of Financial Officers was underlined by a 20 percent increase in the number of its dues paying members.

#### Performance and Prospects:

Most key performance targets for this IR were not met during 2000, due to several factors. At the outset of the project, there was little momentum for decentralization within Macedonia, although the Government had signed the Council of Europe's Charter on Local Self-Governance. Consequently, greater effort was necessary to develop a constituency and a demand for expanded local authority. Delays in program implementation during the review period also resulted from a change in the Minister of Local Government. In addition, the advent of local level elections during the review period also caused unavoidable implementation delays. However, since the election, a group of re-energized local leaders has emerged, enthusiastic to proceed with advancing the decentralization process. Finally, the USAID-financed technical assistance team experienced initial leadership problems that were ultimately corrected, but also resulted in additional implementation delays. By the end of the period, with all of the above issues basically resolved, the activity began to produce tangible results. While the actual passage of the necessary legislation to devolve authority and the related financial resources is beyond the immediate control of USAID and its partners in this activity, good progress was achieved. With project assistance, effective working groups on the laws were convened that have made the process of drafting more participatory and transparent. Draft legislation now exists and is being discussed with the legislative branch of the government. With one major caveat, it is expected that targets for the current year will be achieved. The one caveat concerns the program critical assumption regarding stability within Macedonia. In this regard, the outcome of the ethnic-based disturbances that began in mid February 2001 will be a key factor regarding the implementation environment of this SO. That said, it must be emphasized that decentralized authority can play a highly constructive role in the empowerment of minority groups by giving them greater ability to address their needs and concerns at the local level, without having to depend on central government decisions and actions.

#### Possible Adjustments to Plans:

The initial experience in working toward the achievement of this objective has enabled USAID and its partners to design a more tightly focused Results Framework for this strategic objective. Per agreement between USAID/Macedonia and the E&E Bureau, the revised framework will be presented in the context of the Strategy Update to be submitted by the end of June. Assuming that the new strategy is approved, the IRs presented in the new framework will be those reported on in next year's R4.

#### Other Donor Programs:

USAID is the key donor in providing assistance in the decentralization of authority and ability to local government, but coordinates regularly with other donors in topic-specific sub-groups working in this area. The European Union has been involved in public administration reform that involves local government. The UNDP is beginning an activity that includes strengthening local capacity and the establishment of a municipal development fund. The Peace Corps, OSI, OSCE, and the Swedish and German governments also are involved in local government-related assistance.

#### Major Contractors and Grantees:

Development Alternatives Inc. (DAI) is the primary implementing partner for this objective. Chemonics Inc. was the primary implementing partner for the Environmental Action Program Support Project (EAPS), which was completed early in 2001.

## SO Text for SO: 165-041 Special initiatives

Country/Organization: USAID Macedonia

Objective ID: 165-041

Objective Name: Special initiatives

### Self Assessment:

#### Primary Links to Agency Strategic Framework: (Please Assign Percentages, Total Equals 100):

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

### Link to U.S. National Interests:

#### Primary Link to MPP Goals:

#### Secondary Link to MPP Goals (optional):

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### Summary of the SO:

Macedonia Higher Education Support Program (HESP). The proposed HESP responds to the strategically important opportunity to participate in a multi-donor initiative, led by the OSCE, to establish a new, high-quality multi-cultural, multi-lingual private university mainly for ethnic Albanian students. This concept has been endorsed by the GOM, as well as by major political parties. The GOM recently passed a law on higher education that permits establishment of private universities with instruction in languages other than Macedonian, and has donated land for the site. The OSCE-led plan calls for prefabricated construction on 22 hectares. This facility, which will accommodate 2,400 students, is planned to open in late 2001 or early 2002. The OSCE established a tax-exempt foundation in Zurich in February 2001 to serve as a mechanism

for collecting and managing donor funds. The foundation will also create a local entity that eventually will run the university. USAID proposes to contribute up to \$7 million over three years to fund three components:

- (1) A grant of up to \$2 million to the OSCE, to be commingled with other donor funds, for start-up costs such as engineering design, master planning, site development, and construction;
- (2) An additional \$2 million donation to the OSCE designated for student loans or other support; and
- (3) Up to \$3 million in assistance for the university's institutional development through a partnership with a U.S. university or consortium to provide faculty and curriculum development, staff training, student exchanges, etc., to sustain the new university. Linkages with, and assistance to, existing public universities in Macedonia will be included to the extent feasible.

**SPECIAL INITIATIVE: Higher Education Support Program**

**INDICATOR:** Number of students enrolled at SEE University

**UNIT OF MEASURE:** Number. (As available data will allow, USAID plans to disaggregate data by (a) ethnic affiliation and (b) gender.

YEAR	PLANNED	ACTUAL
2001 (baseline)	1000	NA
2002	1200	NA

**SOURCE:** South Eastern Europe University administration.

**INDICATOR DESCRIPTION:** Number of Students enrolled as of December each year, including part-time as well as full-time students.

**COMMENTS:** Because the SEE University is scheduled to open in October 2001, this year serves as the performance baseline year. Conflicts in the spring of 2001 along Macedonia's northern border (particularly in the region of Tetovo, where the University is to be located) add uncertainty to estimation of the performance baseline and 2002 target. The target community considers number of students enrolled a key measure of the success of the Program, since it indicates a level of acceptance of the initiative.

**Anti-Corruption.** USAID plans to conduct a corruption assessment in 2001 to inform possible future programming to strengthen transparency and accountability in governance, enhanced citizen awareness of rights to information, or other areas related to government integrity. Since program design is not yet developed, no performance indicator is available for this initiative.

In addition, the following programs are 632(a) inter-agency transfers, and therefore do not call for USAID performance reporting:

**Central European University.** This activity is part of a regional initiative to support 11 Ph.D. economics students from Albania, Bosnia-Herzegovina, Bulgaria, Croatia, Macedonia, Montenegro, Kosovo, and Serbia.

**Civic Education Project.** Funding for this initiative will add Macedonia to the group of regional countries working with the CEP. It includes two components: a Visiting Lecturers Program and an Eastern Scholars Program. The first gives opportunity to Western scholars to teach for a full academic year at host universities in the region. The latter provides assistance to Western-trained Eastern European scholars who seek to begin an academic career in their home countries.

**Democracy Commission.** This is a small grants program that awards funding to local Macedonian NGOs. This program continues to provide much-needed assistance to, and has direct impact on, the NGO sector. Grants are awarded to develop independent citizen institutions, facilitate communication between government and citizens and support democracy initiatives as well as other citizen initiatives that have direct impact at the local and national levels.

**Diplomatic Training Program.** This is a two-year pilot program aimed at mid-level and junior officers from the Ministry of Foreign Affairs. Participants will take part in hands-on workshops, simulations and role-playing, conducted by former U.S. diplomats. The program for each group will include two weeks of participatory training and relevant site visits in the Washington, D.C., area, as well as programming in

another city. Practical and substantive themes will be included, such as the formulation of foreign policy, international politics, structure and operation of embassies, professional ethics, management skills, analytical reporting, negotiating skills, media relations and public diplomacy, trade promotion and management of VIP visits.

ECA Media Internships. This program funds six-week internships in the U.S. for mid-level journalists and media managers. The program is designed in response to the needs of the individuals selected as participants. The grantee organization provides a train-the-trainer component that requires participants to share their internship experiences upon return from the program.

Freedom Grants. This program allows Embassy Skopje to identify key Macedonian government officials, opinion leaders, journalists and entrepreneurs to participate in International Visitor-type programs in the U.S. The funding includes escorts/interpreters who will be needed to incorporate minorities and non-English speakers into the program.

Fulbright Program. Funding for this academic exchange program allows the USG to offer the program to all Macedonian universities, including the SEE University discussed above.

ICITAP. Funding will support an anti-crime and counter narcotics training and assistance program for Macedonia. Law enforcement is a critical issue in Macedonia, one that has a very direct, visible impact on the daily lives of citizens. There is also an important inter-ethnic issue involved, as the police move to redress the traditional underrepresentation of minorities in their ranks.

Prevention of Human Trafficking. This regional program pairs U.S. organizations with NGOs in SEE countries to conduct a multifaceted media and information campaign to bring public awareness to the problems of trafficking in women and to support education of women at risk.

Media IBB Programs for Professional Development. IBB will provide short U.S.-based technical training for broadcast media in fields identified by the USG mission.

Media Professional Development Year. This program provides funding for U.S.-based training of electronic and print media specialists. Activities include four fellowships to young Macedonian journalists for non-degree studies in schools of journalism at U.S. universities.

Ohio University. This is a pilot project that will pair students from Ohio State University with students from both the Skopje and Bitola faculties of economics to work with Macedonian enterprises. Students will assist with management techniques and will develop remedial programs that will equip middle and senior managers with the necessary tools to help them meet the new challenges of privatization and globalization.

Ron Brown Fellowship Program. This prestigious program helps establish democratic norms and free market economies in key areas such as the SEE. It combines advanced academic work with professional development activities, including internships, workshops and alumni networking. Fellows must show the potential and the ability to return to Macedonia to assume positions of leadership.

Youth Leadership Program. In cooperation with the Open Society Institute in New York, this program will provide civic education to promising young leaders, starting at the secondary school level. This is a regional initiative aimed at fostering relationships among youth from different ethnic and religious groups. The project focuses on topics such as the U.S. courts, Congress, national debate, youth culture, drug policy and race relations.

**Key Results:**

**Performance and Prospects:**

Possible Adjustments to Plans:

Other Donor Programs:

Major Contractors and Grantees:

## SO Text for SO: 165-042 Cross-cutting programs

Country/Organization: USAID Macedonia

Objective ID: 165-042

Objective Name: Cross-cutting programs

### Self Assessment:

#### Primary Links to Agency Strategic Framework: (Please Assign Percentages, Total Equals 100):

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

#### Link to U.S. National Interests:

#### Primary Link to MPP Goals:

#### Secondary Link to MPP Goals (optional):

(Page limitations for narrative begin here):

#### Summary of the SO:

Technical Training for Societies in Transition (TRANSIT) provides professionals in the public and private sectors with opportunities for short-term, job-specific training in Macedonia, the United States, and third countries. In FY2000, TRANSIT made contributions to two USAID/Macedonia strategic objectives: SO 1.3 (Accelerated Development and Growth of the Private Sector), and SO 2.1 (Increased, Better-Informed Citizens' Participation in Political and Economic Decision-Making). In addition, the program contributed to two special initiatives.

During FY2000, 195 participants, 46.6% of which were women, received training through 37 events. In comparison to 1999, these figures represent an increase of 48 participants and an increase by more than four percentage points in the proportion of participants who are women. Training was in the areas of retail development, management of private enterprises, judicial reform, association development, decentralization of local government, tax administration, civic education, IT development, pension reform, and bank financial planning. Participants are required to complete action plans applying the results of their training.

Key Results:

Performance and Prospects:

Possible Adjustments to Plans:

Other Donor Programs:

Major Contractors and Grantees:



## **R4 Part III: Resource Request**

The Kosovo conflict dominated events in 1999. It significantly affected Macedonia's progress in its transition to a market-oriented democracy and USAID's contribution towards achieving that goal. The repercussions from the Kosovo crisis on Macedonia's democratization are reflected in increased ethnic tensions, evidenced through the recent border conflict. To respond to these crises, the USAID/Macedonia budget has been increased to \$38.5 million in FY 2001 and \$45 million in FY 2002. Pipeline levels as of September 30, 2000 are in compliance with the Agency's forward funding policy.

Stability, ethnic tolerance, and eventual Euro-Atlantic integration will require a development approach that addresses economic and democratic development together. Increased funding for SO 1.3 will be mostly focused on building the enabling environment for economic growth and on strengthening indigenous capacity for carrying on future economic development processes (\$8,747,000 pipeline). SO 2.1 will also increase the level of its activities especially in the areas of empowering the citizens to take an active role in the democratic processes and improving the inter-ethnic relationships, communication and understanding (\$2,531,000 pipeline). Although SO 2.3 performed below expectations during FY 2000 (\$2,705,000 pipeline), the strengthened political will for decentralization in Macedonia coming out of the recent border crisis and improved performance of the SO this year, increase the confidence that this objective can be achieved within the funding levels originally planned. SO 4.1 had a pipeline of \$10,390,000 that will be reduced by the obligation of funds for the South Eastern Europe University. SO 4.2 had a pipeline of \$3,281,000, and more funding will be allocated to AEPS and training to cover the increased demands for these cross-cutting resources.

**SO 1.3:** Having achieved multiple successes in firm level assistance and direct financing, USAID made a strategic decision to focus future efforts in areas that have a broader impact on the whole private sector in Macedonia. New activities will be developed for implementation of fiscal policy (\$1.4 million) and companies law (\$900,000), and continuation of the WTO activity (\$600,000). Significant attention will continue to be placed on improving the soundness of financial institutions. Technical assistance in this area will result in increased financial transparency of companies and banks, and the corresponding improvements in financial regulation, through the second phases of the banking sector reform activity (\$1 million), accounting activity (\$1 million) and investment development activity (\$1 million). Workforce development assistance and building linkages and communication among businesses and training institutions will be implemented through an expansion of the labor redeployment activity (\$1 million). Two new micro-enterprise support activities will be designed this year (\$1.6 million). The cluster development activity will follow the competitiveness assessment due next year (\$1 million), while the export promotion activity will be implemented in FY 2003 (\$800,000). The agribusiness marketing activity will be in its final stage in FY 2003 (\$600,000). Professional associations, built and strengthened with previous USAID assistance, will receive increased support to strengthen advocacy skills and become the driving force of policy change (\$1.2 million).

**SO 2.1:** USAID will continue its efforts to promote Macedonia's transition to democracy and building a truly multi-cultural society. Efforts will continue to address civic education (\$500,000) and conflict resolution activities will be developed to promote ethnic tolerance and respect for diversity among the broader population (\$500,000). USAID will increase its efforts to strengthen the political process in Macedonia through electoral reform (\$400,000) and political party development (\$800,000). USAID will enhance its efforts to strengthen the development of civil society organizations (CSOs), such as non-governmental organizations (\$1,165,000), associations, and labor unions (\$700,000). Development of civil society is also an important means for forging cooperation at the grassroots level, across ethnic lines, on issues of mutual interest, that the Community Self Help Initiative directly supports (\$2.2 million). Efforts to strengthen the parliament (\$1.5 million) will continue to focus on ensuring that the interests and preferences of citizens are more consistently incorporated into the legislative process. Assistance will continue to address improving the professionalism and financial viability of Macedonia's media (\$800,000). USAID assistance will continue to support the development of rule of law (\$3.3 million). Efforts will be expanded to strengthen rule of law by launching a new activity in 2001 to improve the functioning of the courts.

**SO 2.3:** The current local government reform activity will continue to address the legal framework for decentralization of government, improving the provision of municipal services and institutionalizing the mechanisms for communication between mayors and citizens (\$2.5 million).

**SO 4.1:** A new special initiative will be designed to address ethnic tensions in the country. A forthcoming assessment will identify the major areas of differences that put some of the ethnic groups at a disadvantage in society, such as the quality of education. A higher education initiative has just started to support the establishment of the South Eastern Europe University in Tetovo (\$1 million). In the next stages, the Mission may decide to address the lower level and vocational education as well (\$3 million). 632(a) transfers have been allocated \$4.035 million in FY 2003.

### **Workforce and Operating Expenses**

USAID/Macedonia currently has approved positions for three USDHs, five USPSCs, and twenty-three FSNPSCs. Program funding will be used for one additional Macedonian staff for the enlarged program. Hiring of the additional staff will proceed in FY 2002.

USAID/Macedonia received \$1,080,000 of its OE request of \$1,163,000 for FY 2001. The possible addition of a USDH and the addition of a USPSC are anticipated in FY 2002. Both would be OE funded. Barring unforeseen circumstances, an OE level of \$1,350,000 in FY 2002 and FY 2003 should be sufficient. Both our target and request reflect that amount. For FY 2001 and FY 2002, USAID/Macedonia does not anticipate any costs associated with the purchase/construction of real property, office, warehouse or residential space.

**ENV Sub-Directive Amounts for FY 2001 Request**

<b>COUNTRY:</b>						
<b>S.O. # , Title</b>	<b>Total</b>	<b>Global climate change</b>	<b>Biodiversity</b>	<b>Environmentall y sound energy</b>	<b>Urban and pollution prevention</b>	<b>resource management</b>
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0

[List of Objective ID numbers](#)

# ENV Sub-Directive Amounts for FY 2002 Request

<b>COUNTRY:</b>						
<b>S.O. # , Title</b>	<b>Total</b>	<b>Global climate change</b>	<b>Biodiversity</b>	<b>Environmentall y sound energy</b>	<b>Urban and pollution prevention</b>	<b>resource managemen t</b>
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0

[List of Objective ID numbers](#)

**ENV Sub-Directive Amounts for FY 2002 Alternate Request**

<b>COUNTRY:</b>						
<b>S.O. # , Title</b>	<b>Total</b>	<b>Global climate change</b>	<b>Biodiversity</b>	<b>Environmentally sound energy</b>	<b>Urban and pollution prevention</b>	<b>resource management</b>
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0

[List of Objective ID numbers](#)

# ENV Sub-Directive Amounts for FY 2003 Request

<b>COUNTRY:</b>						
<b>S.O. # , Title</b>	<b>Total</b>	<b>Global climate change</b>	<b>Biodiversity</b>	<b>Environmentall y sound energy</b>	<b>Urban and pollution prevention</b>	<b>resource management</b>
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0

[List of Objective ID numbers](#)

CSD Sub-Directive Amounts for FY 2001 Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrient	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD									
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
<b>TOTAL PROGRAM</b>	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases



CSD Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrient	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD									
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2003 Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrient	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country:  
 Approp: DA/CSD  
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### FY 2001 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2001 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	<b>0</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country:  
 Approp: DA/CSD  
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

### FY 2002 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2002 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT    Program/Country:  
 Approp: DA/CSD  
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### FY 2002 ALT Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2002 ALT Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	<b>0</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2003 Budget Request by Program/Country

Fiscal Year: 2003      Program/Country:  
 Approp: DA/CSD  
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

### FY 2003 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2003 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country:  
 Approp: ESF  
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

### FY 2001 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2001 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country:  
 Approp: ESF  
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

### FY 2002 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2002 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.



## FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country:  
 Approp: ESF  
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

### FY 2002 ALT Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2002 ALT Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2003 Budget Request by Program/Country

Fiscal Year: 2003      Program/Country:  
 Approp: ESF  
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### FY 2003 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2003 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	<b>0</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country:  
 Approp: FSA  
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

### FY 2001 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2001 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country:  
 Approp: FSA  
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

### FY 2002 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2002 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country:  
 Approp: FSA  
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### FY 2002 ALT Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2002 ALT Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	<b>0</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2003 Budget Request by Program/Country

Fiscal Year: 2003      Program/Country:  
 Approp: FSA  
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

### FY 2003 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2003 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country:  
 Approp: AEEB  
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1.3: Accelerated Growth and Development of Private Sector															
Bilateral	8,747,449	11,606,000	2,162,838	7,643,162									1,800,000	11,260,141	9,093,308
Field Spt		0												0	0
	8,747,449	11,606,000	2,162,838	7,643,162	0	0	0	0	0	0	0	0	1,800,000	11,260,141	9,093,308
SO 2.1: Increased, Better-Informed Citizen Decision Making in Political and Economic Decision Making															
Bilateral	2,531,001	7,375,000			525,000								6,850,000	6,000,000	3,906,001
Field Spt		0												0	0
	2,531,001	7,375,000	0	0	525,000	0	0	0	0	0	0	0	6,850,000	6,000,000	3,906,001
SO 2.3: More Efficient, Responsive and Accountable Local Government															
Bilateral	2,705,000	2,100,000										100,000	2,000,000	2,200,000	2,605,000
Field Spt		0												0	0
	2,705,000	2,100,000	0	0	0	0	0	0	0	0	0	100,000	2,000,000	2,200,000	2,605,000
SO 4.1: Special Initiatives															
Bilateral	10,390,186	7,867,000		1,325,000		4,560,000							1,982,000	10,500,000	7,757,186
Field Spt		0												0	0
	10,390,186	7,867,000	0	1,325,000	0	4,560,000	0	0	0	0	0	0	1,982,000	10,500,000	7,757,186
SO 4.2: Cross-Cutting Programs															
Bilateral	2,341,906	2,044,000												2,000,000	2,385,906
Field Spt	939,523	1,935,000				1,935,000								1,800,000	1,074,523
	3,281,429	3,979,000	0	0	0	1,935,000	0	0	0	0	0	0	0	3,800,000	3,460,429
SO 6:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	26,715,542	30,992,000	2,162,838	8,968,162	525,000	4,560,000	0	0	0	0		100,000	12,632,000	31,960,141	25,747,401
Total Field Support	939,523	1,935,000	0	0	0	1,935,000	0	0	0	0		0	0	1,800,000	1,074,523
<b>TOTAL PROGRAM</b>	<b>27,655,065</b>	<b>32,927,000</b>	<b>2,162,838</b>	<b>8,968,162</b>	<b>525,000</b>	<b>6,495,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>100,000</b>	<b>12,632,000</b>	<b>33,760,141</b>	<b>26,821,924</b>

### FY 2001 Request Agency Goal Totals

Econ Growth	11,131,000
Democracy	12,632,000
HCD	7,020,000
PHN	0
Environment	100,000
GCC (from all Goals)	0

### FY 2001 Account Distribution (DA only)

DA Program Total	32,402,000
CSD Program Total	525,000
<b>TOTAL</b>	<b>32,927,000</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country:  
 Approp: AEEB  
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1.3: Accelerated Growth and Development of Private Sector															
Bilateral	9,093,308	15,710,000	3,600,000	10,550,000				0					1,560,000	15,400,000	9,403,308
Field Spt		0												0	0
	9,093,308	15,710,000	3,600,000	10,550,000	0	0	0	0	0	0		0	1,560,000	15,400,000	9,403,308
SO 2.1: Increased, Better-Informed Citizen Decision Making in Political and Economic Decision Making															
Bilateral	3,906,001	12,760,000			400								12,759,600	12,250,000	4,416,001
Field Spt		0												0	0
	3,906,001	12,760,000	0	0	400	0	0	0	0	0		0	12,759,600	12,250,000	4,416,001
SO 2.3: More Efficient, Responsive and Accountable Local Government															
Bilateral	2,605,000	2,500,000											2,500,000	3,000,000	2,105,000
Field Spt		0												0	0
	2,605,000	2,500,000	0	0	0	0	0	0	0	0		0	2,500,000	3,000,000	2,105,000
SO 4.1: Special Initiatives															
Bilateral	7,757,186	9,350,000		475,000		4,000,000							4,875,000	9,500,000	7,607,186
Field Spt		0												0	0
	7,757,186	9,350,000	0	475,000	0	4,000,000	0	0	0	0		0	4,875,000	9,500,000	7,607,186
SO 4.2: Cross-Cutting Programs															
Bilateral	2,385,906	2,480,000												2,500,000	2,365,906
Field Spt	1,074,523	2,200,000				2,200,000								2,000,000	1,274,523
	3,460,429	4,680,000	0	0	0	2,200,000	0	0	0	0		0	0	4,500,000	3,640,429
SO 6:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	25,747,401	42,800,000	3,600,000	11,025,000	400	4,000,000	0	0	0	0		0	21,694,600	42,650,000	25,897,401
Total Field Support	1,074,523	2,200,000	0	0	0	2,200,000	0	0	0	0		0	0	2,000,000	1,274,523
<b>TOTAL PROGRAM</b>	<b>26,821,924</b>	<b>45,000,000</b>	<b>3,600,000</b>	<b>11,025,000</b>	<b>400</b>	<b>6,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>21,694,600</b>	<b>44,650,000</b>	<b>27,171,924</b>

### FY 2002 Request Agency Goal Totals

Econ Growth	14,625,000
Democracy	21,694,600
HCD	6,200,400
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2002 Account Distribution (DA only)

DA Program Total	44,999,600
CSD Program Total	400
<b>TOTAL</b>	<b>45,000,000</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.



## FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country:  
 Approp: AEEB  
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2003 Budget Request by Program/Country

Fiscal Year: 2003      Program/Country:  
 Approp: AEEB  
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1.3: Accelerated Growth and Development of Private Sector															
Bilateral	9,403,308	12,600,000	1,900,000	8,400,000				0					2,300,000	12,500,000	9,503,308
Field Spt		0												0	0
	9,403,308	12,600,000	1,900,000	8,400,000	0	0	0	0	0	0		0	2,300,000	12,500,000	9,503,308
SO 2.1: Increased, Better-Informed Citizen Decision Making in Political and Economic Decision Making															
Bilateral	4,416,001	11,865,000			500,000								11,365,000	11,000,000	5,281,001
Field Spt		0												0	0
	4,416,001	11,865,000	0	0	500,000	0	0	0	0	0		0	11,365,000	11,000,000	5,281,001
SO 2.3: More Efficient, Responsive and Accountable Local Government															
Bilateral	2,105,000	2,500,000											2,500,000	2,500,000	2,105,000
Field Spt		0												0	0
	2,105,000	2,500,000	0	0	0	0	0	0	0	0		0	2,500,000	2,500,000	2,105,000
SO 4.1: Special Initiatives															
Bilateral	7,607,186	8,335,000		475,000		4,000,000							3,860,000	8,000,000	7,942,186
Field Spt		0												0	0
	7,607,186	8,335,000	0	475,000	0	4,000,000	0	0	0	0		0	3,860,000	8,000,000	7,942,186
SO 4.2: Cross-Cutting Programs															
Bilateral	2,365,906	2,500,000												2,500,000	2,365,906
Field Spt	1,274,523	2,200,000				2,200,000								2,200,000	1,274,523
	3,640,429	4,700,000	0	0	0	2,200,000	0	0	0	0		0	0	4,700,000	3,640,429
SO 6:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	25,897,401	37,800,000	1,900,000	8,875,000	500,000	4,000,000	0	0	0	0		0	20,025,000	36,500,000	27,197,401
Total Field Support	1,274,523	2,200,000	0	0	0	2,200,000	0	0	0	0		0	0	2,200,000	1,274,523
<b>TOTAL PROGRAM</b>	<b>27,171,924</b>	<b>40,000,000</b>	<b>1,900,000</b>	<b>8,875,000</b>	<b>500,000</b>	<b>6,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>20,025,000</b>	<b>38,700,000</b>	<b>28,471,924</b>

### FY 2003 Request Agency Goal Totals

Econ Growth	10,775,000
Democracy	20,025,000
HCD	6,700,000
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2003 Account Distribution (DA only)

DA Program Total	39,500,000
CSD Program Total	500,000
<b>TOTAL</b>	<b>40,000,000</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

### Washington and Overseas Workforce Tables

<b>USAID/Macedonia</b>																
End of year On-Board								Total	Org.	Fin.	Admin.	Con-		All	Total	Total
<b>FY 2001 Estimate</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff
<b>OE Funded: 1/</b>																
U.S. Direct Hire								0	3						3	3
Other U.S. Citizens								0			1				1	1
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0		1	14				15	15
Subtotal	0	0	0	0	0	0	0	0	3	1	15	0	0	0	19	19
<b>Program Funded 1/</b>																
U.S. Citizens	2	2						4							0	4
FSNs/TCNs	2	4						6			2				2	8
Subtotal	4	6	0	0	0	0	0	10	0	0	2	0	0	0	2	12
Total Direct Workforce	4	6	0	0	0	0	0	10	3	1	17	0	0	0	21	31
TAACS								0							0	0
Fellows								0							0	0
NEPs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL WORKFORCE</b>	4	6	0	0	0	0	0	10	3	1	17	0	0	0	21	<b>31</b>

1/ Excludes TAACS, Fellows, and NEPs

### Washington and Overseas Workforce Tables

<b>USAID/Macedonia</b>																	
End of year On-Board									Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2002 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2										
<b>OE Funded: 1/</b>																	
U.S. Direct Hire									0	4						4	4
Other U.S. Citizens									0	1		1				2	2
FSN/TCN Direct Hire									0							0	0
Other FSN/TCN									0		1	14				15	15
Subtotal	0	0	0	0	0	0	0	0	0	5	1	15	0	0	0	21	21
<b>Program Funded 1/</b>																	
U.S. Citizens									4							0	4
FSNs/TCNs									7			2				2	9
Subtotal	4	7	0	0	0	0	0	11	11	0	0	2	0	0	0	2	13
Total Direct Workforce	4	7	0	0	0	0	0	11	11	5	1	17	0	0	0	23	34
TAACS									0							0	0
Fellows									0							0	0
IDs									0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL WORKFORCE</b>	4	7	0	0	0	0	0	11	11	5	1	17	0	0	0	23	<b>34</b>

1/ Excludes TAACS, Fellows, and NEPs

### Washington and Overseas Workforce Tables

<b>USAID/Macedonia</b>								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
End of year On-Board	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>FY 2003 Target</b>																
<b>OE Funded: 1/</b>																
U.S. Direct Hire								0	4						4	4
Other U.S. Citizens								0	1		1				2	2
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0		1	14				15	15
Subtotal	0	0	0	0	0	0	0	0	5	1	15	0	0	0	21	21
<b>Program Funded 1/</b>																
U.S. Citizens	2	2						4							0	4
FSNs/TCNs	2	5						7			2				2	9
Subtotal	4	7	0	0	0	0	0	11	0	0	2	0	0	0	2	13
Total Direct Workforce	4	7	0	0	0	0	0	11	5	1	17	0	0	0	23	34
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL WORKFORCE</b>	4	7	0	0	0	0	0	11	5	1	17	0	0	0	23	<b>34</b>

### Washington and Overseas Workforce Tables

USAID/Macedonia								Total							Total		
End of year On-Board								SO/SpO							Total	Total	
FY 2003 Request	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Mgmt.	Staff	
OE Funded: 1/																	
U.S. Direct Hire								0	4							4	4
Other U.S. Citizens								0	1			1				2	2
FSN/TCN Direct Hire								0								0	0
Other FSN/TCN								0			1	14				15	15
Subtotal	0	0	0	0	0	0	0	0	5	1	15	0	0	0	21	21	
Program Funded 1/																	
U.S. Citizens	2	2						4							0	4	
FSNs/TCNs	2	5						7			2				2	9	
Subtotal	4	7	0	0	0	0	0	11	0	0	2	0	0	0	2	13	
Total Direct Workforce	4	7	0	0	0	0	0	11	5	1	17	0	0	0	23	34	
TAACS								0								0	
Fellows								0								0	
IDIs								0								0	
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL WORKFORCE	4	7	0	0	0	0	0	11	5	1	17	0	0	0	23	34	

1/ Excludes TAACS, Fellows, and NEPs

# USDH Staffing Requirements by Backstop, FY 2001 - FY 2004

**Mission: USAID/Macedonia**

please fill in mission name

Occupational Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2001	FY 2002	FY 2003	FY 2004

Senior Management				
<b>SMG - 01</b>	1	1	1	1
Program Management				
<b>Program Mgt - 02</b>	1	1	1	1
<b>Project Dvpm Officer - 94</b>				
Support Management				
<b>EXO - 03</b>				
<b>Controller - 04</b>				
<b>Legal - 85</b>				
<b>Commodity Mgt. - 92</b>				
<b>Contract Mgt. - 93</b>				
Sector Management				
<b>Agriculture - 10 &amp; 14</b>				
<b>Economics - 11</b>				
<b>Democracy - 12</b>	1	1	1	1
<b>Food for Peace - 15</b>				
<b>Private Enterprise - 21</b>		1	1	1
<b>Engineering - 25</b>				
<b>Environment - 40 &amp; 75</b>				
<b>Health/Pop. - 50</b>				
<b>Education - 60</b>				

<b>Total</b>	3	4	4	4
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**GDOs:** If you have a position that is currently designated a BS-12 GDO, list that position under the occupational backstop that most closely reflects the skills needed for the position.  
**RUDOs:** do not forget to include those who were in UE-funded RUDO positions.  
 remaining **IDIs:** list under the occupational Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw and to M. Cary Kauffman@HR.PPIM@aidw as well as include it with your R4 submission.

**OPERATING EXPENSES**

Org. Title:		USAID/Macedonia											
Org. No:		165											
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	80.0		80.0	150.0		150.0	169.0		169.0	169.0		169.0
11.8	FN PSC Salaries	167.0		167.0	170.0		170.0	185.0		185.0	185.0		185.0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	247.0	0.0	247.0	320.0	0.0	320.0	354.0	0.0	354.0	354.0	0.0	354.0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	85.0		85.0	110.0		110.0	126.0		126.0	126.0		126.0
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits			0.0			0.0			0.0			0.0
12.1	US PSC Benefits	25.0		25.0	50.0		50.0	56.0		56.0	56.0		56.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits	61.0		61.0	66.0		66.0	72.0		72.0	72.0		72.0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	171.0	0.0	171.0	226.0	0.0	226.0	254.0	0.0	254.0	254.0	0.0	254.0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0



**OPERATING EXPENSES**

Org. Title:		USAID/Macedonia											
Org. No:		165											
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	40.0		40.0	30.0		30.0	25.0		25.0	25.0		25.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0.0	10.0		10.0			0.0			0.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel			0.0	25.0		25.0			0.0			0.0
21.0	R & R Travel	20.0		20.0	20.0		20.0	25.0		25.0	25.0		25.0
21.0	Education Travel			0.0			0.0			0.0			0.0
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0.0			0.0			0.0			0.0
21.0	Site Visits - Mission Personnel	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
21.0	Conferences/Seminars/Meetings/Retreats	30.0		30.0	20.0		20.0	20.0		20.0	20.0		20.0
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel	10.0		10.0	5.0		5.0	5.0		5.0	5.0		5.0
	Subtotal OC 21.0	105.0	0.0	105.0	115.0	0.0	115.0	80.0	0.0	80.0	80.0	0.0	80.0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0.0	32.0		32.0			0.0			0.0
22.0	Home Leave Freight			0.0	20.0		20.0			0.0			0.0
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.	20.0		20.0	10.0		10.0	10.0		10.0	10.0		10.0
22.0	Transportation/Freight for Res. Furniture/Equip.	5.0		5.0	15.0		15.0	5.0		5.0	5.0		5.0
	Subtotal OC 22.0	25.0	0.0	25.0	77.0	0.0	77.0	15.0	0.0	15.0	15.0	0.0	15.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	93.6		93.6	93.6		93.6	93.6		93.6	93.6		93.6
23.2	Rental Payments to Others - Warehouse Space	4.0		4.0	4.0		4.0	4.0		4.0	4.0		4.0
23.2	Rental Payments to Others - Residences	105.0		105.0	155.0		155.0	155.0		155.0	155.0		155.0

**OPERATING EXPENSES**

Org. Title:		USAID/Macedonia											
Org. No:		165											
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Subtotal OC 23.2		202.6	0.0	202.6	252.6	0.0	252.6	252.6	0.0	252.6	252.6	0.0	252.6
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	12.0		12.0	12.0		12.0	15.0		15.0	15.0		15.0
23.3	Residential Utilities	12.0		12.0	15.0		15.0	16.0		16.0	16.0		16.0
23.3	Telephone Costs	20.0		20.0	22.0		22.0	25.0		25.0	25.0		25.0
23.3	IT Software Leases			0.0			0.0			0.0			0.0
23.3	IT Hardware Lease			0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)	0.1		0.1	0.1		0.1	0.1		0.1	0.1		0.1
23.3	Other Mail Service Costs			0.0			0.0			0.0			0.0
23.3	Courier Services	1.0		1.0	0.9		0.9	0.9		0.9	0.9		0.9
Subtotal OC 23.3		45.1	0.0	45.1	50.0	0.0	50.0	57.0	0.0	57.0	57.0	0.0	57.0
24.0	Printing and Reproduction	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
Subtotal OC 24.0		2.0	0.0	2.0	2.0	0.0	2.0	2.0	0.0	2.0	2.0	0.0	2.0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1	Engineering & Technical Services			0.0			0.0			0.0			0.0
Subtotal OC 25.1		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	58.0		58.0	65.0		65.0	75.0		75.0	75.0		75.0
25.2	Residential Security Guard Services			0.0			0.0			0.0			0.0
25.2	Official Residential Expenses			0.0			0.0			0.0			0.0
25.2	Representation Allowances	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
25.2	Non-Federal Audits			0.0			0.0			0.0			0.0
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
25.2	Vehicle Rental			0.0			0.0			0.0			0.0
25.2	Manpower Contracts			0.0			0.0			0.0			0.0
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2	Recruiting activities			0.0			0.0			0.0			0.0
25.2	Penalty Interest Payments	0.3		0.3	0.4		0.4	0.4		0.4	0.4		0.4
25.2	Other Miscellaneous Services	25.0		25.0	20.0		20.0	22.0		22.0	22.0		22.0
25.2	Staff training contracts			0.0			0.0			0.0			0.0
25.2	IT related contracts			0.0			0.0			0.0			0.0
Subtotal OC 25.2		85.3	0.0	85.3	87.4	0.0	87.4	99.4	0.0	99.4	99.4	0.0	99.4

**OPERATING EXPENSES**

<b>Org. Title:</b> <u>USAID/Macedonia</u> <b>Org. No:</b> <b>165</b> <b>OC</b>		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	83.6		83.6	100.0		100.0	115.0		115.0	115.0		115.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	83.6	0.0	83.6	100.0	0.0	100.0	115.0	0.0	115.0	115.0	0.0	115.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	2.0		2.0	1.0		1.0	1.0		1.0	1.0		1.0
25.4	Residential Building Maintenance	3.0		3.0	2.5		2.5	2.0		2.0	2.0		2.0
	Subtotal OC 25.4	5.0	0.0	5.0	3.5	0.0	3.5	3.0	0.0	3.0	3.0	0.0	3.0
25.6	Medical Care												
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs	1.4		1.4	0.5		0.5	1.0		1.0	1.0		1.0
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance	2.0		2.0	1.0		1.0	2.0		2.0	2.0		2.0
25.7	Vehicle Repair and Maintenance	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
25.7	Residential Furniture/Equip. Repair and Maintenance	3.0		3.0	1.0		1.0	1.0		1.0	1.0		1.0
	Subtotal OC 25.7	8.4	0.0	8.4	4.5	0.0	4.5	6.0	0.0	6.0	6.0	0.0	6.0
25.8	Substance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials	25.0		25.0	20.0		20.0	20.0		20.0	20.0		20.0
	Subtotal OC 26.0	25.0	0.0	25.0	20.0	0.0	20.0	20.0	0.0	20.0	20.0	0.0	20.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	16.0		16.0	70.0		70.0	10.0		10.0	10.0		10.0
31.0	Purchase of Office Furniture/Equip.	60.0		60.0	10.0		10.0	10.0		10.0	10.0		10.0
31.0	Purchase of Vehicles	30.0		30.0			0.0	30.0		30.0	30.0		30.0
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0	IT Hardware purchases	40.0		40.0	10.0		10.0	40.0		40.0	40.0		40.0
31.0	IT Software purchases	10.0		10.0	2.0		2.0	2.0		2.0	2.0		2.0
	Subtotal OC 31.0	156.0	0.0	156.0	92.0	0.0	92.0	92.0	0.0	92.0	92.0	0.0	92.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

**OPERATING EXPENSES**

<b>Org. Title:</b> <u>USAID/Macedonia</u>													
<b>Org. No:</b> <b>165</b>													
<b>OC</b>		<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
32.0	Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
32.0	Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0	Purchase of fixed security equipment for buildings			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Office	2.0		2.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0
	Subtotal OC 32.0	2.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities			0.0			0.0			0.0			0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL BUDGET</b>		1,163.0	0.0	1,163.0	1,350.0	0.0	1,350.0	1,350.0	0.0	1,350.0	1,350.0	0.0	1,350.0

**Additional Mandatory Information**

<b>Dollars Used for Local Currency Purchases</b>	<u>50.0</u>	<u>50.0</u>	<u>50.0</u>
<b>Exchange Rate Used in Computations</b>	<u>70.00 MKD</u>	<u>70.00 MKD</u>	<u>70.00 MKD</u>

\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal:

0.0	0.0	0.0
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Organization: USAID/Macedonia

Foreign National Voluntary Separation Account								
Action	FY 2001			FY 2002			FY 2003	
	OE	Program	Total	OE	Program	Total	OE	Program Total
Deposits			0.0			0.0		0.0
Withdrawals			0.0			0.0		0.0

Local Currency Trust Funds - Regular				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year				
Obligations				
Deposits				
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate

Local Currency Trust Funds - Real Property				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year				
Obligations				
Deposits				
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate

### Cost of Controller Operations

Org. Title: USAID/Macedonia		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 165		Dollars			Dollars			Dollars			Dollars		
OC		TF			TF			TF			TF		
		Total			Total			Total			Total		
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0.0			0.0			0.0			0.0		
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0.0			0.0			0.0			0.0		
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0.0			0.0			0.0			0.0		
11.5	FNDH	0.0			0.0			0.0			0.0		
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	0.0			0.0			0.0			0.0		
11.8	FN PSC Salaries	0.0			0.0			0.0			0.0		
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0.0			0.0			0.0			0.0		
	Subtotal OC 11.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	0.0			0.0			0.0			0.0		
12.1	Cost of Living Allowances	0.0			0.0			0.0			0.0		
12.1	Home Service Transfer Allowances	0.0			0.0			0.0			0.0		
12.1	Quarters Allowances	0.0			0.0			0.0			0.0		
12.1	Other Misc. USDH Benefits	0.0			0.0			0.0			0.0		
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH	0.0			0.0			0.0			0.0		
12.1	Other FNDH Benefits	0.0			0.0			0.0			0.0		
12.1	US PSC Benefits	0.0			0.0			0.0			0.0		
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC	0.0			0.0			0.0			0.0		
12.1	Other FN PSC Benefits	0.0			0.0			0.0			0.0		
12.1	IPA/Detail-In/PASA/RSSA Benefits	0.0			0.0			0.0			0.0		
	Subtotal OC 12.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0.0			0.0			0.0			0.0		
13.0	Other Benefits for Former Personnel - FNDH	0.0			0.0			0.0			0.0		

### Cost of Controller Operations

Org. Title: USAID/Macedonia													
Org. No:	165	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel			0.0			0.0			0.0			0.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0.0			0.0			0.0			0.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel			0.0			0.0			0.0			0.0
21.0	R & R Travel			0.0			0.0			0.0			0.0
21.0	Education Travel			0.0			0.0			0.0			0.0
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0.0			0.0			0.0			0.0
21.0	Site Visits - Mission Personnel			0.0			0.0			0.0			0.0
21.0	Conferences/Seminars/Meetings/Retreats			0.0			0.0			0.0			0.0
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel			0.0			0.0			0.0			0.0
	Subtotal OC 21.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0.0			0.0			0.0			0.0
22.0	Home Leave Freight			0.0			0.0			0.0			0.0
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Res. Furniture/Equip.			0.0			0.0			0.0			0.0
	Subtotal OC 22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Residences			0.0			0.0			0.0			0.0

### Cost of Controller Operations

<b>Org. Title: USAID/Macedonia</b>												
<b>Org. No: 165</b>												
<b>OC</b>	<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
Subtotal OC 23.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities			0.0			0.0			0.0			0.0
23.3 Residential Utilities			0.0			0.0			0.0			0.0
23.3 Telephone Costs			0.0			0.0			0.0			0.0
23.3 IT Software Leases			0.0			0.0			0.0			0.0
23.3 IT Hardware Lease			0.0			0.0			0.0			0.0
23.3 Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3 Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3 Other Mail Service Costs			0.0			0.0			0.0			0.0
23.3 Courier Services			0.0			0.0			0.0			0.0
Subtotal OC 23.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
24.0 Printing and Reproduction			0.0			0.0			0.0			0.0
Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1 Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1 Engineering & Technical Services			0.0			0.0			0.0			0.0
Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards			0.0			0.0			0.0			0.0
25.2 Residential Security Guard Services			0.0			0.0			0.0			0.0
25.2 Official Residential Expenses			0.0			0.0			0.0			0.0
25.2 Representation Allowances			0.0			0.0			0.0			0.0
25.2 Non-Federal Audits			0.0			0.0			0.0			0.0
25.2 Grievances/Investigations			0.0			0.0			0.0			0.0
25.2 Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2 Vehicle Rental			0.0			0.0			0.0			0.0
25.2 Manpower Contracts			0.0			0.0			0.0			0.0
25.2 Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2 Recruiting activities			0.0			0.0			0.0			0.0
25.2 Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2 Other Miscellaneous Services			0.0			0.0			0.0			0.0
25.2 Staff training contracts			0.0			0.0			0.0			0.0
25.2 IT related contracts			0.0			0.0			0.0			0.0
Subtotal OC 25.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0



### Cost of Controller Operations

Org. Title: USAID/Macedonia													
Org. No: 165		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0.0			0.0			0.0			0.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0.0			0.0			0.0			0.0
25.4	Residential Building Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.6	Medical Care												
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Vehicle Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.8	Subsistance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials			0.0			0.0			0.0			0.0
	Subtotal OC 26.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Office Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Vehicles			0.0			0.0			0.0			0.0
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0	IT Hardware purchases			0.0			0.0			0.0			0.0
31.0	IT Software purchases			0.0			0.0			0.0			0.0
	Subtotal OC 31.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

### Cost of Controller Operations

<b>Org. Title: USAID/Macedonia</b>												
<b>Org. No: 165</b>												
OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
32.0 Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
32.0 Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0 Purchase of fixed security equipment for buildings			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0
Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0 Claims and indemnities			0.0			0.0			0.0			0.0
Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

#### Additional Mandatory Information

**Dollars Used for Local Currency Purchases**

**Exchange Rate Used in Computations**

\_\_\_\_\_ . \_\_\_\_\_ . \_\_\_\_\_ .  
 \_\_\_\_\_ \_\_\_\_\_ \_\_\_\_\_ .

\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
 On that form, OE funded deposits must equal: 0.0 0.0 0.0

## Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2002		FY 2003	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
2.1 Increased Better-Informed Citizens' Participation in Political and Economic Decision Making	Labor Unions	medium			700,000		700,000
4.2 Cross-cutting Programs	START	medium			2,200,000		2,200,000
<b>GRAND TOTAL.....</b>					2,900,000		2,900,000

\* For Priorities use high, medium-high, medium, medium-low, low

**USAID Costs as ICASS Service Provider**

<b>Org. Title:</b> _____													
<b>Org. No:</b> _____													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0.0			0.0			0.0			0.0
11.8	FN PSC Salaries			0.0			0.0			0.0			0.0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0.0			0.0			0.0			0.0
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits			0.0			0.0			0.0			0.0
12.1	US PSC Benefits			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits			0.0			0.0			0.0			0.0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0

**USAID Costs as ICASS Service Provider**

<b>Org. Title:</b> _____													
<b>Org. No:</b> _____													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel			0.0			0.0			0.0			0.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0.0			0.0			0.0			0.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel			0.0			0.0			0.0			0.0
21.0	R & R Travel			0.0			0.0			0.0			0.0
21.0	Education Travel			0.0			0.0			0.0			0.0
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0.0			0.0			0.0			0.0
21.0	Site Visits - Mission Personnel			0.0			0.0			0.0			0.0
21.0	Conferences/Seminars/Meetings/Retreats			0.0			0.0			0.0			0.0
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel			0.0			0.0			0.0			0.0
	Subtotal OC 21.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0.0			0.0			0.0			0.0
22.0	Home Leave Freight			0.0			0.0			0.0			0.0
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Res. Furniture/Equip.			0.0			0.0			0.0			0.0
	Subtotal OC 22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Residences			0.0			0.0			0.0			0.0

**USAID Costs as ICASS Service Provider**

Org. Title: _____		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: _____		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
OC													
Subtotal OC 23.2		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities			0.0			0.0			0.0			0.0
23.3	Residential Utilities			0.0			0.0			0.0			0.0
23.3	Telephone Costs			0.0			0.0			0.0			0.0
23.3	IT Software Leases			0.0			0.0			0.0			0.0
23.3	IT Hardware Lease			0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3	Other Mail Service Costs			0.0			0.0			0.0			0.0
23.3	Courier Services			0.0			0.0			0.0			0.0
Subtotal OC 23.3		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
24.0	Printing and Reproduction			0.0			0.0			0.0			0.0
Subtotal OC 24.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1	Engineering & Technical Services			0.0			0.0			0.0			0.0
Subtotal OC 25.1		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0.0			0.0			0.0			0.0
25.2	Residential Security Guard Services			0.0			0.0			0.0			0.0
25.2	Official Residential Expenses			0.0			0.0			0.0			0.0
25.2	Representation Allowances			0.0			0.0			0.0			0.0
25.2	Non-Federal Audits			0.0			0.0			0.0			0.0
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2	Vehicle Rental			0.0			0.0			0.0			0.0
25.2	Manpower Contracts			0.0			0.0			0.0			0.0
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2	Recruiting activities			0.0			0.0			0.0			0.0
25.2	Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2	Other Miscellaneous Services			0.0			0.0			0.0			0.0
25.2	Staff training contracts			0.0			0.0			0.0			0.0
25.2	IT related contracts			0.0			0.0			0.0			0.0
Subtotal OC 25.2		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

**USAID Costs as ICASS Service Provider**

Org. Title: _____		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: _____		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
OC													
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0.0			0.0			0.0			0.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0.0			0.0			0.0			0.0
25.4	Residential Building Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.6	Medical Care												
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Vehicle Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.8	Subsistance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials			0.0			0.0			0.0			0.0
	Subtotal OC 26.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Office Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Vehicles			0.0			0.0			0.0			0.0
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0	IT Hardware purchases			0.0			0.0			0.0			0.0
31.0	IT Software purchases			0.0			0.0			0.0			0.0
	Subtotal OC 31.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

## USAID Costs as ICASS Service Provider

**Org. Title:**

**Org. No:** \_\_\_\_\_

[illegible]

### Centrally funded costs

### USDH Salaries/Benefits

Other Centrally Fund Costs (specify)

### Total Centrally Funded Costs

### Total ICASS Service Provider Budget



**Washington Offices/Bureaus  
Operating Expenses**

Office/Bureau: <span style="border: 1px solid black; display: inline-block; width: 250px; height: 15px; vertical-align: middle;"></span>					
OC	Object Class Code Title	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
11.8	Special personal services payments U.S. PSCs IPA/Details-In/PASAs/RSSAs Salaries <b>Subtotal OC 11.8</b>	0.0	0.0	0.0	0.0
12.1	Personnel Benefits U.S. PSCs - Benefits IPA/Details-In/PASAs/RSSAs Benefits <b>Subtotal OC 12.1</b>	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons Training Travel Operational Travel Site Visits - Headquarters Personnel Site Visits - Mission Personnel Conferences/Seminars/Meetings/Retreats Assessment Travel Impact Evaluation Travel Disaster Travel (to respond to specific disasters) Recruitment Travel Other Operational Travel <b>Subtotal OC 21.0</b>	0.0	0.0	0.0	0.0
23.3	Communications, Utilities, and Miscellaneous Charges Commercial Time Sharing Other Communications, Util, and Misc. Charges <b>Subtotal OC 23.3</b>	0.0	0.0	0.0	0.0
24.0	Printing & Reproduction Subscriptions & Publications Other Printing and Reproduction <b>Subtotal OC 24.0</b>	0.0	0.0	0.0	0.0
25.1	Advisory and assistance services Studies, Analyses, & Evaluations Management & Professional Support Services Engineering & Technical Services <b>Subtotal OC 25.1</b>	0.0	0.0	0.0	0.0
25.2	Other services Non-Federal Audits Grievances/Investigations Manpower Contracts Staff training contracts Other Miscellaneous Services <b>Subtotal OC 25.2</b>	0.0	0.0	0.0	0.0
25.3	Purchase of goods and services from Government accounts DCAA Audits HHS Audits All Other Federal Audits Reimbursements to Other USAID Accounts All Other Services from other Gov't. Agencies <b>Subtotal OC 25.3</b>	0.0	0.0	0.0	0.0
25.7	Operation & Maintenance of Equipment & Storage				
25.8	Substance and support of persons (contract or Gov't.)				
26.0	Supplies and Materials				
31.0	Equipment IT Software Purchases IT Hardware Purchases Other Equipment Purchases <b>Subtotal OC 31.0</b>	0.0	0.0	0.0	0.0
Subtotal		0.0	0.0	0.0	0.0
Additional Object Class Codes (If Required)					
Total Other Object Class Codes		0.0	0.0	0.0	0.0
<b>Total Budget</b>		0.0	0.0	0.0	0.0

## **Information Annex Topic: Environmental Impact**

USAID assistance to Macedonia consists primarily of technical assistance and training and does not include capital construction, with the exception of the following activities:

- Community Self Help Initiative (CSHI);
- Environmental Action Program Support Project (EAPS); and
- Environmental and Economic Development Project.

The CSHI project is currently in compliance with the IEE that was completed for this project in August 2000. The procedures established in this IEE have been followed by CSHI project staff, including the completion of IEE's for each of the sub-projects funded with grants under the CSHI project umbrella. At this time, no changes are required in the project IEE, since the activities under the project remain the same as when the IEE was completed.

The Environmental Action Program Support Project (EAPS) ended on March 15, 2001. The Project was in compliance with its approved IEE.

The Environmental and Economic Development Project, being implemented by the City University of New York, is a new activity. An IEE is currently being developed in coordination with the E&E Bureau Environmental Officer.

The Mission does not anticipate new activities that would require environmental determinations.

## Information Annex Topic: E&E R4 Detailed Budget Information (\$000)

<b>SO 1.3 Accelerated Growth and Development of Private Sector</b>				
<b>Program Category</b>	<b>Activity</b>	<b>FY 01</b>	<b>FY 2002</b>	<b>FY 2003</b>
<i>Accounting Reform</i>	Tax and Accounting Reform	\$500	\$2,000	\$1,000
<i>Banking Reform</i>	Banking Sector Reform	\$700	\$900	\$1,000
<i>Non-bank Financial Institutions Development</i>	Investment Development	\$500	\$1,800	\$1,000
<i>Commercial Law Reform</i>	Companies Law	\$1,000	\$1,000	\$900
	Federal Trade Commission	\$50	\$0	\$0
	FSVC Grant	\$350	\$350	\$350
<i>Fiscal Reform</i>	Fiscal Policy	\$800	\$1,360	\$1,400
<i>Trade and Investment Regimes</i>	WTO Accession	\$750	\$750	\$600
<i>Agriculture and Agribusiness</i>	VOCA/ACDI .01	\$762.838	\$1,200	\$1,200
	Agribusiness - MAMA .20	\$1,400	\$2,400	\$700
<i>Micro, Small and Medium Enterprise Technical Assistance</i>	Trade and Investment .03	\$1,500	\$0	\$0
	Micro-enterprise Support	\$1,000	\$1,200	\$1,000
	Aid To Artisans	\$143.162	\$800	\$600
	Competitiveness / Cluster Development	\$0	\$900	\$1,000
	Export Promotion	\$0	\$0	\$800
<i>Energy Restructuring and Privatization, including Regulatory Reform</i>	Energy Privatization	\$150	\$0	\$0
	Regional Energy Activities	\$250	\$0	\$0

<b>SO 2.1 Increased Better-Informed Citizens' Participation in Political and Economic Decision Making</b>				
<b>Program Category</b>	<b>Activity</b>	<b>FY 01</b>	<b>FY 2002</b>	<b>FY 2003</b>
<i>Civil Society/NGO Strengthening</i>	Democracy Network ISC	\$1,100	\$1,000	\$1,000
	NGO Legislation ICNL	\$150	\$160	\$165
<i>Emergency Relief and Economic Rehabilitation</i>	Community Self-Help Initiative	\$1,000	\$2,000	\$2,200
<i>Labor</i>	Labor Unions	\$0	\$700	\$700
<i>Political Processes Support</i>	Parliamentary Assistance	\$1,500	\$1,500	\$1,500
	Election Support	\$200	\$1,000	\$400
	Political Party Assistance	\$0	\$800	\$800
<i>Support to Independent Media</i>	Media Assistance	\$500	\$1,000	\$800
	Search for Common Ground - Children's TV program	\$0	\$500	\$0
<i>Education</i>	Civic Education - NGO Humanitarian Grants	\$525	\$400	\$500
	Conflict resolution targeted at adults	\$0	\$600	\$500

<b>SO 2.2 Legal Systems that Better Support Democratic Processes and Market Reforms</b>				
<b>Program Category</b>	<b>Activity</b>	<b>FY 01</b>	<b>FY 2002</b>	<b>FY 2003</b>
<i>Support for the Rule of Law</i>	ABA Grant	\$0	\$950	\$900
	Judicial Reform/Court Administration	\$2,400	\$2,150	\$2,400

<b>SO 2.3 More Effective, Responsive and Accountable Local Government</b>				
<b>Program Category</b>	<b>Activity</b>	<b>FY 01</b>	<b>FY 2002</b>	<b>FY 2003</b>
<i>Local Government Management Capacity</i>	Local Government Reform	\$2,000	\$2,500	\$2,500
<i>Environment Technology Transfer</i>	Environmental and Economic Development Project (CUNY)	\$100	\$0	\$0

<b>SO 4.1 Special Initiatives</b>				
<b>Program Category</b>	<b>Activity</b>	<b>FY 01</b>	<b>FY 2002</b>	<b>FY 2003</b>
<i>Anti-corruption Activities</i>	Anti-corruption	\$427	\$300	\$300
<i>Education</i>	Higher Education (OSCE)	\$2,000	\$0	\$0
	ALO University Partnership	\$1,000	\$1,000	\$1,000
	New special initiative	\$0	\$3,000	\$3,000

<b>SO 4.2 Cross Cutting Programs</b>				
<b>Program Category</b>	<b>Activity</b>	<b>FY 01</b>	<b>FY 2002</b>	<b>FY 2003</b>
<i>Participant Training</i>	TRANSIT .01	\$1,935	\$2,200	\$2,200
<i>Activity Development and Support</i>	PSCs, travel, project support field gen.	\$2,044	\$2,480.000	\$2,500

<b>TRANSFERS Unallocated for 632(a)</b>			
<b>Activity</b>	<b>FY 01</b>	<b>FY 2002</b>	<b>FY 2003</b>
Transfer to Treasury - Tax Administration	\$625		
WB Customs Reform and Trade Facilitation	\$700		
Peace Corps SPA	\$50		
DoL 632b - Labor redeployment	\$1,700		
Fulbright Program (State/PD)	\$750		
ICITAP (State/INL)	\$650		
EEA higher education grant	\$250		
Democracy Commission Small Grants	\$250		
Ron Brown Fellowship (State/PD)	\$260		
ECA Media Internships (State/PD)	\$100		
Media BBG Intl Broadcast Bureau (State/PD)	\$250		
Diplomatic Training Program (State/PD)	\$125		
Prevention of Human Trafficking (State/PD)	\$80		
Civic Education Project (State/PD)	\$50		
Youth Leadership Program (State/PD)	\$50		
Freedom Grants (State/PD)	\$200		

Ohio University (State/PD)		\$100		
<b>TOTAL</b>		<b>\$6,190</b>	<b>\$6,100</b>	<b>\$5,085</b>
<b>TOTAL</b>		<b>\$32,927.000</b>	<b>\$45,000.000</b>	<b>\$40,000.000</b>

## **Information Annex Topic: Global Climate Change**

## FY00 Climate Change Reporting Guidance - Data Tables

*Please fill in the YELLOW cells to complete the table.*

**Table 1.0 - Background Information**

	Country, Region, Office, or Program Reporting: <b>(Type in the exact spelling of the appropriate entry from table below)</b>	
	Telephone number:	
Name of person(s) & IR Teams completing tables:	Name #1:	
	SO Team Name and number1:	
	Name #2:	
	SO Team Name and number2:	
	Name #3:	
Contact	SO Team Name and number3:	
	Address (1):	
	Address (2):	
	Street:	
	City, Address Codes:	
	Telephone number:	
	Fax number:	
	Email address:	
	Other relevant information:	

**Country / Region / Office / Program Reference Table**

AFR/SD – CARPE	G/ENV/UP	Mozambique
AFR/SD – FEWS	G/ENV/ENR	Nepal
Albania	G/ENV/GCC	Nicaragua
Armenia	G/ENV/UP	NIS Regional
Bangladesh	Georgia	Panama
Bolivia	Guatemala	Paraguay
Brazil	Guinea	Peru
Bulgaria	Honduras	Philippines
CEE Regional	India	Poland
Central America (G-CAP)	Indonesia	RCSA
Central Asia Republics	LAC/RSD	Romania
East Asia Environmental Initiative	Lithuania	Russia
Ecuador	Macedonia	South Africa
EGAD	Madagascar	South Asia Regional Initiative
Egypt	Malawi	Uganda
G/ENV/EET	Mali	Ukraine
G/ENV/ENR	Mexico	US-AEP
G/ENV/GCC	Moldova	

Please fill in the YELLOW cells to complete the table.

TABLE 1.1						
Result 1: Increased Participation in the UNFCCC						
Indicator 1: Policy Development Supporting the Framework Convention on Climate Change						
PLEASE SEE DEFINITIONS BELOW						
Policy Measure	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Ex: Integration of climate change into national strategic, energy, and sustainable development strategies	1	1		Gov't-established interagency group has completed all necessary analysis and preparation to develop NEAP. The government has also signed Annex b of the FCCC.	3.2	CN-23-222
Integration of climate change into national strategic, energy, and sustainable development strategies						
Emissions inventory						
Mitigation analysis						
Vulnerability and adaptation analysis						
National Climate Change Action Plan						
Procedures for receiving, evaluating, and approving Activities Implemented Jointly (AIJ) proposals						
Procedures for monitoring and verifying greenhouse gas emissions						
Growth baselines for pegging greenhouse gas emissions to economic growth						
Legally binding emission reduction targets and timetables						
Other (describe)						
Other						
Other						
Other						
Other						
Sub-total (number of policy steps achieved):	0	0	0			
	TOTAL (number of policy steps achieved):			0		



Definitions: Policy Steps Achieved	
<b>Policy Measure</b>	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
<b>Policy Preparation and Presentation (Step 1)</b>	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
<b>Policy Adoption (Step 2)</b>	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
<b>Policy Implementation and Enforcement (Step 3)</b>	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.
Definitions: Types of Activities	
<b>Adaptation</b>	Adjustments in practices, processes or structures of systems to projected or actual changes of climate (may be spontaneous or planned).
<b>Emissions inventory</b>	Detailed listing of GHG sources and sinks.
<b>Growth Baselines</b>	An approach that would link countries' emissions targets to improvements in energy efficiency.
<b>Joint Implementation (JI)</b>	The process by which industrialized countries can meet a portion of their emissions reduction obligations by receiving credits for investing in GHG reductions in developing countries.
<b>Mitigation</b>	An action that prevents or slows the increase of greenhouse gases (GHGs) by reducing emissions from sources and sinks.
<b>National Climate Change Action Plan</b>	Plans that delineate specific mitigation and adaptation measures that countries will implement and integrate into their ongoing programs. These plans form the basis for the national communications that countries submit to the UNFCCC Secretariat.

Please fill in the YELLOW cells to complete the table.

TABLE 1.2					
Result 1: Increased Participation in the UNFCCC					
Indicator 2: Increased capacity to meet requirements of the UNFCCC					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Categories	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Ex: Support for joint implementation activities	1	3	Provided training and assistance in the economic and financial evaluation of energy efficient projects for consideration in JI activities.	2.4	CN-23-222
Monitoring and verifying GHG emissions					
Growth baselines for pegging GHG emissions to economic growth					
Development of emissions reduction targets and timetables					
Support for joint implementation activities					
Support for Vulnerability and Adaptaion Activities					
Other (describe)					
Other					
Other					
Other					
Other					
Total number of points for Training/Technical Assistance:	0	0			

TABLE 2.1	
-----------	--

**Indicator 1: Area where USAID has initiated interventions to maintain or increase carbon stocks or reduce their rate of loss**

**Indicator 2: Area where USAID has achieved on-the-ground impacts to preserve, increase, or reduce the rate of loss of carbon stocks**

**PLEASE SEE DEFINITIONS BELOW**

[illegible]

[illegible]

Codes for Land Use and Forestry Sector Indicators										
Principal Activities:		Predominant Vegetation Type:				Predominant Managed Land Type:		Codes for Additional Information:		
1	Conservation of natural ecosystems (may include protected area management, extraction of non-timber products, etc. but <i>not</i> timber harvesting.)	A	Tropical evergreen forest		H	Tropical grassland and pasture	1	Agricultural systems: Less than 15% of the area under trees	1	Maps
2	Sustainable forest management for timber using reduced-impact harvesting (non-timber forest products may also be harvested)	B	Tropical seasonal forest		I	Temperate grassland and pasture	2	Agroforestry systems: Greater than 15% of the area under trees	2	Geo-referenced site coordinates
3	Afforestation/reforestation/plantation forests	C	Temperate evergreen forest		J	Tundra and alpine meadow	3	Plantation Forests: At least 80% of the area under planted trees	3	Biomass inventory
4	Agroforestry	D	Temperate deciduous forest		K	Desert scrub	4	Protected areas	4	Rainfall data
5	Sustainable agriculture	E	Boreal forest		L	Swamp and marsh			5	Soil type data
		F	Temperate woodland		M	Coastal mangrove				
		G	Tropical open forest / woodland		N	Wetlands				

Definitions: Natural Ecosystems	
Natural Ecosystems	Any areas that have not experienced serious degradation or exploitation of biomass, and without significant harvest of biomass. This includes protected areas, areas used for the extraction of non-timber forest products, and community-managed forests with minimal timber extraction. Areas where non-timber forest products are harvested can be counted in this category but not those that are managed for timber. The latter are included in 2b below. The distinction is important as different approaches are employed in estimating carbon for "natural areas" (2a) and "managed areas" (2b). Natural areas include: (1) protected areas; (2) areas where non-timber forest products are extracted if significant biomass is not removed (often managed as community-based forest management areas); and (3) any other areas which exclude larger-scale biomass harvest from a management regime including many areas managed by communities and/or indigenous groups.
Definitions: Managed Lands Categories	
Sustainable Forest Management for Timber, using Reduced Impact Harvesting (RIH)	<p>A timber management activity will be considered to have a positive impact on carbon (relative to conventional methods) if it employs RIH practices and/or other key criteria. RIH is a package of practices proven to minimize environmental damage and carbon emissions during the logging of natural tropical forest. To be included, an activity must include most of the following practices:</p> <ul style="list-style-type: none"> <li>- tree inventorying, marking and mapping;</li> <li>- careful planning and marking of skidder trails;</li> <li>- vine cutting prior to harvest, where appropriate;</li> <li>- directional felling of trees;</li> <li>- appropriate skidding techniques that employ winching and best available equipment (rubber tired skidder/animal traction) to minimize soil damage;</li> <li>- proper road and log deck construction;</li> <li>- a trained work force and implementation of proper safety practices;</li> <li>- fire mitigation techniques (fire breaks);</li> <li>- existence of a long-term management plan.</li> </ul> <p>Report on the area where government, industry or community organizations are carrying out forest management for commercial timber using the techniques above, or forest management areas that have been "certified" as environmentally sound by a recognized independent party. Only the area where sound planning and harvesting is being currently practiced should be included (not the whole concession or forest).</p>
Agroforestry	Agroforestry covers a wide variety of land-use systems combining tree, crop and/or animals on the same land. Two characteristics distinguish agroforestry from other land uses: 1) it involves the deliberate growing of woody perennial on the same unit of land as agricultural crops and/or animals either spatially or sequentially, and 2) there is significant interaction between woody and non-woody components, either ecological or economical. To be counted, at least 15 percent of the system must be trees or woody perennials grown for a specific function (shade, fuel, fodder, windbreak). -- Include the area of land under an agroforestry system in which a positive carbon benefit is apparent (i.e., through the increase in biomass, litter or soil organic matter). Do not include agroforestry systems being established on forestlands that were deforested since 1990.
Reforestation/ Afforestation	The act of planting trees on deforested or degraded land previously under forest (reforestation) or on land that has not previously been under forest according to historical records (afforestation). This would include reforestation on slopes for watershed protection; mangrove reforestation or reforestation to protect coastal areas; commercial plantations and community tree planting on a significant scale, and/or the introduction of trees in non-forested areas for ecological or economic purposes. -- Include the area under reforestation or afforestation (i.e., plantation forests and/or community woodlots). Do not include natural forested areas that have been recently deforested for the purpose of planting trees. Do not include tree planting in agroforestry systems (include this under agroforestry).
Sustainable Agriculture	<p>Agricultural systems that increase or maintain carbon in their soil and biomass through time by employing certain proven cultural practices known to reduce carbon</p> <ul style="list-style-type: none"> <li>- no-tillage or reduced tillage</li> <li>- erosion control/soil conservation techniques, especially on hillsides</li> <li>- perennial crops in the system</li> <li>- higher crop yields through better nitrogen and soil management</li> <li>- long-term rotations with legumes</li> <li>- the use of organic mulches, crop residues and other organic inputs into the soil</li> <li>- better management of agrochemicals, by stressing careful fertilizer management that will increase yields while minimizing the use of petro-based agrochemicals which</li> </ul>
Special Instructions: Creating a Copy of this Spreadsheet	
Step 1	Finish filling any cells you are working on and hit "Return" or "Enter".
Step 2	Click on "Edit" in the menu bar, above. Go down and click on "Move or Copy Sheet". The "Move or Copy" dialog box will open. (NOTE: You may also open this dialog box by using the right button on your mouse to click on the "T4-2.1 Land Use" tab near the bottom of the screen.)
Step 3	Next, scroll down in the dialog box and click on "T2.1 Land Use".
Step 4	Next, click on the box at bottom to Create a copy.
Step 5	Hit "OK". A new copy of T2.1 Land Use will appear in the row of tabs near the bottom of the screen. PLEASE NOTE: Some cells may not retain all the original text when the sheet is copied, especially in the definitions sections.

Please fill in the YELLOW cells to complete the table.

TABLE 2.3							
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector							
Indicator 3: National/sub-national policy advances in the land use/forestry sector that contribute to the preservation or increase of carbon stocks and sinks, and to the avoidance of greenhouse gas emissions							
PLEASE SEE DEFINITIONS BELOW		Enter the number of separate steps for each measure					
Policy Measure	Scope (N or S)	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Ex: Facilitates establishment and conservation of protected areas	N	2	1		Two studies completed on national protected areas law for the Environment Min., including recommendations for legal reform; revised National Protected Areas Law adopted, Min. Decree No. 1999/304.	3.1	TN-556-27
Facilitates improved land use planning							
Facilitates sustainable forest management							
Facilitates establishment and conservation of protected areas							
Improves integrated coastal management							
Decreases agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management							
Corrects protective trade policies that devalue forest resources							
Clarifies and improves land and resource tenure							
Other (describe)							
Other							
Other							
Other							
Other							
Sub-total(number of policy steps achieved)		0	0	0			
Total (number of policy steps achieved):				0			

Definitions: Scope	
National Policies (N)	Policies that influence issues on a countrywide level.
Sub-national Policies (S)	Policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.
Definitions: Policy Steps Achieved	
Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.



Please fill in the YELLOW cells to complete the table.						
TABLE 2.4						
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector						
Indicator 4: Value of Public and Private Investment Leveraged by USAID for Activities that Contribute to the Preservation or Increase of Carbon Stocks and Reduction of Greenhouse Gas Emissions						
PLEASE SEE DEFINITIONS BELOW						
Activity	Source of Leveraged Funds	Methodology for determining amount of funding	Direct Leveraged Funds	Indirect Leveraged Funds	SO Number for Activity	CN/TN Number for Activity
National Nature Conservation Fund	National Government	Figure reflects direct, in-kind contribution of national government.	\$572,800		3.3	TN-556-27
Big Forest Climate Change Action Project	The Nature Conservancy and the Friends of Nature Foundation	NGOs initiated independent activity with separate funding, building on earlier USAID conservation project.		\$1,700,000	3.3	CN-23-222
Total:			\$0	\$0		

Definitions: Funding Leveraged	
<b>Direct Leveraged Funding</b>	Funding leveraged directly in support of <b>current</b> USAID activities and programs, including: <ul style="list-style-type: none"> <li>- funding leveraged from partners for joint USAID activities;</li> <li>- funding for activities in which USAID developed enabling policies, regulations, or provided pre-investment support (prorated);</li> <li>- obligated or committed funding for direct follow-on MDB loan programs (prorated);</li> <li>- obligated or committed funding for direct follow-on private-sector funded programs that reach financial closure (prorated);</li> <li>- joint implementation investments;</li> <li>- Development Credit Authority investments.</li> </ul>
<b>Indirect Leveraged Funding</b>	Funding dedicated by other donors or governments to <b>replicate</b> programs that USAID initiated, but which USAID does not or will not itself fund.

*Please fill in the YELLOW cells to complete the table.*

TABLE 2.5a				
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector				
Indicator 5a: Increased Capacity to Address Global Climate Change Issues				
Types of institutions strengthened to address GCC issues	Number of Institutions Strengthened	Names of Associations, NGOs, or other Institutions Strengthened	SO Number for Activity	CN/TN Number for Activity
Ex: NGOs	3	Friends of Nature Foundation, SITA, Sustainable Forests Unlimited	3.2	CN-23-222
NGOs				
Private Institutions				
Research / Educational Institutions				
Public Institutions				
Total Number of Institutions Strengthened:	0			

Please fill in the YELLOW cells to complete the table.

Table 2.5b					
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector					
Indicator 5b: Technical Capacity Strengthened through Workshops, Research, and/or Training Activities					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Category	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Ex: Advancing sustainable forest management	1	3	Presentation of nursery & reforestation studies; US training on resource mgmt; env'l impact assessment law training; forest restoration & recovery workshop. TA for fire prevention.	3.3	CN-23-222
Advancing improved land use planning					
Advancing sustainable forest management					
Advancing establishment and conservation of protected areas					
Advancing integrated coastal management					
Advancing decreases in agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management					
Advancing the correction of protective trade policies that devalue forest resources					
Advancing the clarification and improvement of land and resource tenure					
Other (describe)					
Other					
Other					
Other					
Other					
Number of categories where training and technical assistance has been provided:	0	0			

*Please fill in the YELLOW cells to complete the table.*

TABLE 3.1

### Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas

**Indicator 1: Emissions of Carbon Dioxide Equivalents Avoided, due to USAID Assistance (Measuring Carbon Dioxide, Methane, and Nitrous Oxide)**

**PLEASE SEE FUEL TYPE CODES  
BELOW**

<b>PLEASE SEE FUEL TYPE CODES BELOW</b>	<b>3.1 A - CO2 Emissions avoided through renewable energy activities</b>			<b>3.1 B - CO2 emissions avoided through end use energy efficiency improvements</b>			<b>3.1 C - CO2 emissions avoided through energy efficiency improvements in generation, transmission, and distribution (including new production capacity)</b>				
<b>Activity</b>	<b>3.1A: MW-h produced in electricity generation</b>	<b>3.1A: BTU's produced in thermal combustion</b>	<b>3.1A: Fuel type replaced (use codes)</b>	<b>3.1B: MW-h saved</b>	<b>3.1B: BTU's saved in thermal combustion</b>	<b>3.1B: Fuel type saved (use codes)</b>	<b>3.1C:MW-h saved</b>	<b>3.1C: BTU's saved in thermal combustion</b>	<b>3.1C: Fuel type saved (use codes)</b>	<b>SO number for Activity</b>	<b>CN/TN Number for Activity</b>
Renewable Energy Production Prog.	512,258		J							2.1	CN-120-97
Steam & Combustion Efficiency Pilot Proj.					1,832,144	J				2.1	CN-120-97
Power Sector Retrofits							912,733		T	2.1	CN-120-97
<b>Totals:</b>	0	0		0	0		0	0			

**PLEASE SEE FUEL TYPE CODES  
BELOW**

PLEASE SEE FUEL TYPE CODES BELOW		3.1 D - CO2 emissions avoided as a result of switching to cleaner fossil fuels (including new production capacity)				3.1 E - Methane emissions captured from solid waste, coal mining, or sewage treatment	3.1 F - Tonnes of nitrous oxide emissions avoided through improved agriculture	SO number for Activity	CNTN Number for Activity
Activity	3.1D: MW-h produced in electricity generation	3.1D BTUs produced in thermal combustion	3.1D Old fuel type (use codes)	3.1D New fuel type (use codes)	3.1E: Tonnes of methane	3.1F: Tonnes of nitrous oxide			
Clean Fuels Program	4,551		H	FF			2	CN-120-97	
Municipal Landfill Proj.					450		2	CN-120-97	
Sust. Ag. & Devt. Proj.						575	2	CN-120-97	

Codes for Fule Type			
Fuel Types		Code	Fuel Name
Liquid Fossil	Primary Fuels	A	Crude oil
		B	Orimulsion
		C	Natural gas liquid
	Secondary Fuels	D	Gasoline
		E	Jet kerosene
		F	Other kerosene
		G	Shale oil
		H	Gas/diesel oil
		J	Residual fuel oil
		K	LPG
		L	Ethane
		M	Naphtha
		N	Bitumen
		O	Lubricants
		P	Petroleum coke
		Q	Refinery feedstocks
		R	Refinery gas
		S	Other oil
Solid Fossil	Primary Fuels	T	Anthracite (coal)
		U	Coking coal
		V	Other bituminous coal
		W	Sub-bituminous coal
		X	Lignite
		Y	Oil shale
		Z	Peat
		Secondary fuels/ products	AA
	BB		Coke oven/gas coke
	CC		Coke oven gas
	DD		Blast furnace gas
	Gaseous Fossil		EE
Biomass		FF	Solid biomass
		GG	Liquid biomass
		HH	Gas biomass

Please fill in the YELLOW cells to complete the table.

TABLE 3.3

Result 3: Decreased Net Greenhouse Gas Emissions from the Energy Sector, Industry, and Urban Areas

Indicator 3: National/sub-national policy advances in the energy sector, industry and urban areas that contribute to the avoidance of greenhouse gas emissions

PLEASE SEE DEFINITIONS BELOW

Policy Measure	Scope (N or S)	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Example: Facilitates improved demand side management or integrated resource planning	N	2	1		Mission supported introduction of two decrees for energy tariff reforms (pursuant to National Energy Reform Law) in the national parliament; one decree was adopted.	2.4	CN-577-92
Facilitates improved demand side management or integrated resource planning							
Facilitates competitive energy markets that promote market-based energy prices, decrease fossil fuel subsidies, or allow open access to independent providers							
Facilitates the installation of energy efficient or other greenhouse gas reducing technologies, including improved efficiencies in industrial processes							
Facilitates the use of renewable energy technologies							
Facilitates the use of cleaner fossil fuels (cleaner coal or natural gas)							
Facilitates the introduction of cleaner modes of transportation and efficient transportation systems							
Promotes the use of cogeneration							
Other (describe)							
Other							
Other							
Other							
Other							
Sub-total (number of policy steps achieved):		0	0	0			
Total (number of policy steps achieved):				0			

Definitions: Scope	
National Policies (N)	Policies that influence issues on a countrywide level.
Sub-national Policies (S)	Policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.
Definitions: Policy Steps Achieved	
Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.

Please fill in the YELLOW cells to complete the table.

Table 3.4				
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas				
Indicator 4: Strategies/Audits that Contribute to the Avoidance of Greenhouse Gas Emissions				
Activity	Number of audits or strategies completed	Number or audit recommendations or strategies implemented	SO Number for Activity	CN/TN Number for Activity
Steam & Combustion Efficiency Pilot Project	41	35	2.1	CN-577-92
Total:	0	0		



Please fill in the YELLOW cells to complete the table.

TABLE 3.5						
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas						
Indicator 5: Value of Public and Private Investment Leveraged by USAID for Activities that Reduce Greenhouse Gas Emissions						
PLEASE SEE DEFINITIONS BELOW						
Activity	Source of Leveraged Funds	Methodology for determining amount of funding	Direct Leveraged Funds	Indirect Leveraged Funds	SO Number for Activity	CN/TN Number for Activity
National Renewable Energy Program	Dept. of Energy, World Bank-GEF	DOE direct buy-in to USAID. In FY99, GEF funded replication of NREP activity begun in FY98.	\$120,000	\$2,500,000	2	CN-577-92
Total:			\$0	\$0		

Definitions: Funding Leveraged	
<b>Direct Leveraged Funding</b>	Funding leveraged directly in support of USAID activities and programs, including: <ul style="list-style-type: none"> <li>- funding leveraged from partners for joint USAID activities;</li> <li>- funding for activities in which USAID developed enabling policies, regulations, or provided pre-investment support (prorated);</li> <li>- obligated or committed funding for direct follow-on MDB loan programs (prorated);</li> <li>- obligated or committed funding for direct follow-on private-sector funded programs that reach financial closure (prorated);</li> <li>- joint implementation investments;</li> <li>- Development Credit Authority investments.</li> </ul>
<b>Indirect Leveraged Funding</b>	Funding dedicated by other donors or governments to replicate programs that USAID initiated, but which USAID does not or will not itself fund.

*Please fill in the YELLOW cells to complete the table.*

**TABLE 3.6a**

**Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas**

**Indicator 6a: Increased Capacity to Address Global Climate Change Issues**

Types of institutions strengthened to address GCC issues	Number of Institutions Strength-ened	Names of Associations, NGOs, or other Institutions Strengthened	SO Number for Activity	CN/TN Number for Activity
Ex: NGOs	3	Center for Cleaner Production, Association of Industrial Engineers, National Solar Energy Foundation, Clean Air Alliance, Institute for Industrial Efficiency	2.4	CN-577-92
NGOs				
Private Institutions				
Research/Educational Institutions				
Public Institutions				
Total Number of Institutions Strengthened:	0			

Please fill in the YELLOW cells to complete the table.

Table 3.6b					
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas					
Indicator 6b: Technical Capacity Strengthened through Workshops, Research, and/or Training Activities					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Category	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Example: Use of renewable energy technologies	1	3	Developed sustainable markets for renewable energy technologies. Over 200 renewable energy systems installed. Training for utilities, government officials, NGOs. Study on renewable energy applications	2.4	CN-577-92
Improved demand-side management or integrated resource planning planning					
Competitive energy markets that promote market-based energy prices, decrease fossil fuel subsidies, or allow open access to independent providers					
Installation of energy efficient or other greenhouse gas reducing technologies, including improved efficiencies in industrial processes					
Use of renewable energy technologies					
Use of cleaner fossil fuels (cleaner coal or natural gas)					
Introduction of cleaner modes of transportation and efficient transportation systems					
Use of cogeneration					
Other (describe)					
Other					
Other					
Other					
Other					
Total number of points for Training/Technical Assistance:	0	0			

Please fill in the YELLOW cells to complete the table.

Table 4								
Result 4: Reduced Vulnerability to the Threats Posed by Climate Change								
Indicator: USAID Programs that Reduce Vulnerability to Climate Change								
PLEASE SEE DEFINITIONS BELOW								
Key Area	Country	Budget	Duration	Type of Program (see codes below)	Description	SO Name	SO Number for Activity	CN/TN Number for Activity
Example: ii	South Africa	\$1,200,000	FY96-FY99	3	Technical assistance to Rand Water Board to address water resources planning for water shortages	Increased Access to Environmentally Sustainable Housing and Urban Services for the HDP	SO6	

Definitions: Key Areas	
Coastal Zones	Number of programs that are reducing the vulnerability of coastal populations, infrastructure, habitats and living resources to accelerated sea level rise or other environmental changes associated with climate change (e.g., water availability, resource availability, temperature).
Emergency Preparedness	Number of programs that are increasing ability to cope with and minimize the damage from natural disasters (e.g., drought, famine, disease outbreaks) through surveillance, early warning, emergency preparedness, capacity building, etc.
Agriculture and Food Security	Number of programs that are increasing adaptability and resilience of agriculture and food systems to changes in temperature, water availability, pest and pathogen presence or prevalence, soil moisture and other changes in environmental parameters (e.g., crop diversification, water conservation and delivery, flexible market and trade systems).
Biodiversity/Natural Resources	Number of programs that are increasing the adaptability of natural ecosystems and levels of biodiversity to changes in temperature, water availability, pest and pathogen presence or prevalence, soil moisture and other changes in environmental parameters (e.g., establishment of biological corridors, habitat conservation, preservation of ex situ germplasm).
Human Health and Nutrition	Number of programs that are reducing vulnerability to climate change through improved access to and quality of health services, vector control, nutrition and environmental health interventions.

	Key Area Codes	Codes for Type of Programs
Coastal Zones	i	1. Urban/Infrastructure
		2. Natural Resource
Emergency Preparedness	ii	1. Early Warning System
		2. Humanitarian Response
		3. Capacity Building
Agriculture & Food Security	iii	1. Research and Development
		2. Policy Reform
		3. Extension/ Demonstration
Biodiversity/Natural Resources	iv	1. Preservation of Biodiversity
		2. Forest Conservation
Human Health and Nutrition	v	1. Improved Quality of Health Services
		2. Vector Control
		3. Improved Nutrition

## **Information Annex Topic: Greater Horn of Africa Initiative**

**Information Annex Topic: Non-presence Countries (npcs)**

## Information Annex Topic: Success Stories

- 1. NGO involvement in the municipal elections in Macedonia:** Macedonian non-governmental organizations (NGOs), or coalitions of NGOs, carried out non-partisan voter education, voter mobilization, and election monitoring activities in advance of the September 2000 municipal elections. This unprecedented involvement of Macedonian NGOs in shaping the pre-election discussion of issues was made in an effort to promote democratic, fair and peaceful elections. The NGOs were engaged in arranging candidate debates; mobilizing citizens to vote; shaping pre-election public dialogue on important community issues, such as women's and minority rights; and serving as citizen observers on election day. The NGO election efforts received considerable media attention and generated public interest in, and debate on, important social issues. For example, the Association for Persons with Psychosis organized the first-ever voter education and candidate forums in mental institutions throughout Macedonia. More than 350 patients gathered to hear candidates' presentations and to pose questions on a range of public policy issues, including care of the mentally disabled. For the first time in their lives, the patient-participants had the sense that their voices were being heard and that their input could make a difference. In addition, the Association did a masterful job of working with the media to ensure that the concerns of the mentally disabled community in Macedonia received attention from mayoral and local council candidates.
- 2. Municipal hearings begin in Macedonia:** A critical component of local government reform in Macedonia is the development of regular, transparent communication between local governments and citizens. Municipal budgets are of particular importance, since local level financial resources are very limited. Involving citizens in the budget decision process therefore is fundamental to open, democratic governance at the local level.

After participating in the USAID Local Government Reform Project's training on the conduct of public hearings, the Mayor of Kumanovo, an ethnically mixed city, organized representatives of political parties and his budget/finance staff to hold a series of open meetings on the municipal budget. These sessions included participation by local citizens, the media, representatives of neighborhood units, and NGOs. These sessions are reported to have been the first public budget hearings to be held by a Macedonian city.

- 3. Parliamentarians reach out to constituents:** Historically, the Macedonian Parliament has been a relatively weak institution. Among other concerns, parliamentarians have had too little contact with their constituents. The National Democratic Institute recently provided constituent relations training to parliamentarians. As a result of the training he received, Deputy Abdullai, a member of the Democratic Party of Albanians, organized public meetings in the villages in his district. At the public meeting held in Korita, the citizens complained about the nearly unpassable, rocky road that connected their small village to the main road (about 4 kilometers away). After the meeting, Deputy Abdullai contacted the Ministry of Transportation and advocated on behalf of the village to get the road to the village paved. As a result, the citizens of the village of Korita in the western part of the country now have a paved road leading to their village.
- 4. Workers threatened by privatization gain new hope:** The PRiSMa (Partners for Economic Development in Macedonia) project introduces market economy methods of workforce development and is carried out by the United States Department of Labor (USDOL). The following reflects the experience of Zvonko Iliev, who lives in the town of Delcevo. *"For over 15 years I worked as a leather and fur cutter in the protection garment production unit at the MM Brico, in Delcevo. In the last two years our company has had the same problems which have affected the majority of state enterprises: reduced production, financing problems, overemployment and recently a split from the mother company Godel-Skopje. Everyone in my village Bigla depended on MM Brico for their livelihood. It looked to be closing down. This was a serious warning sign; I was on the redundancy list. When all hopes were lost, some light came from PriSMa. A Labor-Management Committee was established together with another troubled company Frotirka in Delcevo. A worker survey was conducted in November 2000. The [committee] proposed retraining programs for the workers facing*



*lay-off. 30 workers, including myself, from MM Brico are currently being trained to acquire skills in protection shoe production in the neighboring community of Stip at Ma-Ko Style Company. Now I have a long working day with the travel for this training, but I also now have hope. I know it is worthwhile because we now have again true possibilities to continue our work. These new skills open new markets. We will be able to stay with our families in our hometown and develop our small rural and peaceful community."*

## **Information Annex Topic: Supplemental Information**

## **Information Annex Topic: Updated Results Framework Annex**

**Part A. Results Framework.** Provide a listing of the Operating Unit's Current Results Framework

### **SO 1.3: Accelerated Growth and Development of Private Sector**

- IR 1.3.1: Improved Financial Management and Transparency
  - Sub-IR: 1.3.1.1: International Standards of Accounting and Auditing Adopted
  - Sub-IR: 1.3.1.2: Auditing and Accounting Skills Increased
  - Sub-IR: 1.3.1.3: Improved Operation of the Public Revenue Office
- IR 1.3.2: Increased Access to Sources of Financing
  - Sub-IR: 1.3.2.1: Increased Financial Soundness of the Banking System
  - Sub-IR: 1.3.2.2: More Customer-Oriented Financial Services
- IR 1.3.3: Legal and Policy Reforms Implemented and Disseminated
  - Sub-IR: 1.3.3.1: Strengthened Capacity of Key Institutions to Do Training in Commercial Law
- IR 1.3.4: Improved Management Systems and Practices Implemented by Private Firms
  - Sub-IR: 1.3.4.1: More Effective Agriculture Associations
  - Sub-IR: 1.3.4.2: Agriculture Policy reforms Adopted

### **SO 2.1: Increased, Better-Informed Citizen participation in Political and Economic Decision-Making**

- IR 2.1.1: Strengthened Civil Society Organizations are Effective Vehicles for Citizen Participation
  - Sub-IR: 2.1.1.1: Legal and Regulatory Environment for NGOs Improved
  - Sub-IR: 2.1.1.2: Improved Financial Viability of NGOs
  - Sub-IR: 2.1.1.3: Improved and More democratic NGO management
  - Sub-IR: 2.1.1.4: More Effective Advocacy by NGOs
- IR 2.1.2: Strengthened Political and Party System
  - Sub-IR: 2.1.2.1: Improved party and Government Systems for Conducting Elections
  - Sub-IR: 2.1.2.2: Strengthened Parliamentary Structures and Operations
  - Sub-IR: 2.1.2.3: Enhanced Communications between Citizens and Legislators
- IR 2.1.3: Citizens are Better Informed about Rights and Obligations
  - Sub-IR: 2.1.3.1: Targeted Students demonstrate basic Understanding of Principles
  - Sub-IR: 2.1.3.2: Press Center is Independent and Self-Sustaining
  - Sub-IR: 2.1.3.3: Citizens Access Information on Laws and Regulations
- IR 2.1.4: Effective, Sustainable Intermediate Support Organizations (ISOs) are in Place
  - Sub-IR: 2.1.4.1: NGO Support Organization Self-Sustaining
  - Sub-IR: 2.1.4.2: Other ISOs to be Identified

### **SO 2.3: More Effective, Responsive and Accountable Local Government**

- IR 2.3.1: Clearer Delineation of Local Roles and Responsibilities
  - Sub-IR: 2.3.1.1: Amendments to Law on Local Self-Government Adopted
  - Sub-IR: 2.3.1.2: Amendments to Law on Territorial Division Adopted
  - Sub-IR: 2.3.1.3: Amendments to Law on the City of Skopje Adopted
- IR 2.3.2: A Coherent System of Local Finances Established
- IR 2.3.3: Improved Channels for the Expression of Popular Input into Local Service Delivery

- Sub-IR: 2.3.3.1: Public Services Establish Mechanisms for Citizens' Involvement in Public Service Delivery
- Sub-IR: 2.3.3.2: Two-way Communication between Local Government and Citizens in Established to improve Citizen Involvement in Municipal Decision-Making

IR 2.3.4: Strengthened Local Management Capacity

- Sub-IR: 2.3.4.1: Municipalities/Enterprises have Open and Efficient Budget/Financial Management
- Sub-IR: 2.3.4.2: Municipalities/Enterprises Increase revenues Collection Management
- Sub-IR: 2.3.4.3: Municipalities/Enterprises Utilize Techniques to Enhance Service Delivery

IR 2.3.5: Strengthened Advocacy by Municipal Associations and Networks

- Sub-IR: 2.3.1.1: Associations are Legitimately Representing Members
- Sub-IR: 2.3.1.2: Associations are Financially and Institutionally Sustainable

**Part B. New Indicator Reporting.** Provide a report of indicators from the Operating Unit's Performance Monitoring Plan that the Operating unit proposes to report on in next year's R4 submission which are different from the indicators currently being reported.

**\*\*This applies to on-going strategies only. Indicators that will be used next year as part of a newly approved strategy need not be listed here.**